

COUNTY OF LOS ANGELES

**PROBATION**  
DEPARTMENT

**2018**  
**ANNUAL**  
**REPORT**



**MISSION:** Enhance Public Safety,  
Ensure Victims' Rights and Effect  
Positive Probationer Behavioral Change

**VISION:** Rebuild Lives and Provide  
for Healthier and Safer Communities



## 2018 Los Angeles County Board of Supervisors

*Left to Right:*

Supervisor Janice Hahn, 4th District;  
Supervisor Kathryn Barger, 5th District;  
Supervisor Sheila Kuehl, 3rd District  
and Board Chair;  
Supervisor Hilda Solis, 1st District;  
Supervisor Mark Ridley-Thomas, 2nd District

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## WELCOME LETTER FROM CHIEF PROBATION OFFICER TERRI L. McDONALD

**2018 was a year of change, growth, and progress** for the Los Angeles County Probation Department. The Probation team has been actively engaged in innovative programs and services that provide for better client outcomes and focus on public safety. This annual report highlights these major accomplishments.

*We have grown the number and quality of our public/private partnerships, increasing access to services, educational opportunities and diversion programs for juveniles and adults. We made great progress both implementing the L.A. Model for Juvenile Justice Reform and advancing our adult programs that will improve our clients' lives and help them succeed as they re-enter their communities.*

*As the number of youth in our facilities continues to decline, the Department is consolidating juvenile camps and expanding the L.A. Model to target resources to assist the remaining institutions to become centers of excellence for the youth in our charge. We constantly seek new educational and job opportunities for transitional-age youth and adult clients, including converting a decommissioned camp into a residential education and job training center. Two new adult reentry centers are also being built in collaboration with our County and community partners that will help clients and their families receive the services that they need to thrive.*

*It has also been a year of creating new levels of transparency, accountability and reform. With direction from the Board of Supervisors and support from the Department, the Probation Reform and Implementation Team began its work establishing the framework for external oversight. We also continue to refine a performance-based management system*

*designed to incorporate data to measure results and promote a strategy for continuous quality improvement.*

*Our strongest assets will always be the proud and dedicated people who have devoted their careers to helping our clients achieve positive outcomes and make our progress possible. Because our employees are the backbone of the Department, we continued to promote staff development and their well-being through a variety of training and wellness programs. I look forward to building on our successes and opportunities and continuing to make positive impacts on the lives of those we serve.*

**Chief Probation Officer Terri L. McDonald**



## INTRODUCTION

**Since 1841, men and women from all walks of life** *have dedicated their lives to the rehabilitation efforts of the justice involved, helping them to regain control over their lives and improving the safety of local communities. The Los Angeles County Probation Department has aligned itself with these same values since 1903. Today it is the largest probation services agency in the U.S. with nearly 5400 employees.*

# Probation at a Glance in 2018

- **Largest** Probation Department in the U.S.
- Closed three camps as a result of historically **low youth populations**
- **5,364 employees**, two-thirds of them sworn officers
- Offers services in **50 area offices** and facilities
- Operated **3 juvenile halls** and **9 juvenile camps** in 2018
- Provided services to over **47,700 youth and adults** on probation
- Placed over **1,500 youth** in out-of-home care including Short-Term Residential Therapeutic Programs (STRTPs)
- Committed **\$14 million** to juvenile community-based diversion programs
- Sponsors one of the largest **college programs** in a residential juvenile justice setting
- Contracted for the creation of a new **residential career training center**

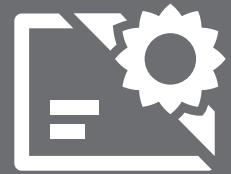


# Probation by the Numbers



**300**

Number of youths in camps and halls who participated in college courses in 2017-2018 academic year



**18**

Scholarships awarded to youth who graduated from high school while in Probation facilities



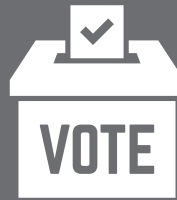
**\$3.2m**

Funding provided through public and private partnerships for at-risk youth



**\$32.1m**

Amount dedicated to adult reentry programs in 2018



**961**

Youth who were registered to vote while in Probation facilities



**350**

Number of transition plans created each month for youth reentering their communities



**19,000**

Employees and partners trained in skills for recognizing and assisting Commercially Sexually Exploited Children in the past three years



**2,500**

Arrests made for serious violations (narcotics, weapons) by Probation Deputies



**\$13m**

Fund allocation for clients from the State Prison System now under county Probation (AB 109 clients) for temporary housing, employment, and system navigation services



**250**

Number of youths who participated in the Youth at Work program, receiving 100 hours of paid work experience and 20 hours of personal enrichment training while in our residential centers



*It is the mission of Juvenile Services to promote and support healthy youth development that is trauma-responsive, strength-based and culturally competent by partnering with families and the community.*



# JUVENILE SERVICES

**Juvenile Services** in the L.A. County Probation Department is made up of three areas: Detention Services which operates three juvenile halls; Residential Treatment Services that oversees camp operations and treatment services for youth who have been ordered into Camp Community Placement; and Juvenile Field Services that facilitates programs, referrals, and services for youth who are under probation supervision, but not detained within a juvenile correctional institution.

Preventing youth from entering the juvenile justice system has a meaningful impact on the long-term success of these young people. For years, Probation has been actively engaged in diverting youth from the system and toward receiving support at home and through community-based organizations. In 2018, Probation committed \$12 million in funding toward diversion programs.

*“L.A. County Probation is leading the way in developing innovative partnerships and programs, transforming the traditional way that probation departments have historically done business. Under the groundbreaking guidance of Chief Terri McDonald and Deputy Chief Sheila Mitchell, the Probation Department has begun the implementation of the L.A. Model which focuses care on a more just and equitable future for clients.”*

— Harry Grammer,  
Founder and President of New Earth



## Juvenile Field Services

**Juvenile Field Services** includes three bureaus: *Juvenile Field Services, Juvenile Special Services and Placement Services. These bureaus conduct investigations and provide services for youth entering the juvenile justice system and supervision/intervention services to youth residing in the community or in Short-Term Residential Therapeutic Programs (STRTPs).*

*Investigation services for youth entering the juvenile justice system include the investigation with a focus toward placement on informal, non-court supervision or the development of a social study report with a dispositional recommendation, submitted to inform the Court prior to the conclusion of the initial Delinquency Court process. Staff providing supervision services are assigned to designated communities and provide various case management services, including assessment, case planning, youth and parental engagement sessions and service referrals. These referrals are targeted to build on individual and/or family strengths, evaluate and minimize risk for re-arrest and provide informed reports to the Court regarding progress on Probation grants.*



## Family Roles in Rehabilitation

Probation recognizes parents and caregivers are the primary partners in the rehabilitative process, critical advocates in promoting pro-social youth development, and the prevention of antisocial and delinquent behavior. Thus, case management efforts and interventions focus on supporting and empowering parents with the skills and resources needed to independently address the difficulties that arise in raising teenagers. The Probation Department has significantly invested in home-based, individualized services to improve outcomes for probation youth.

Regardless of how a youth becomes associated with the juvenile justice system, focusing efforts on the family's strengths and needs and giving them "a voice and a choice" throughout the experience is critical for positive outcomes for youth. The most effective treatment interventions actively engage the youth and their families in their own ecologies and provide a platform for the family to be involved and empowered in their decision-making processes. Rehabilitation and behavioral change serve as the shared goal of both the juvenile justice system and the family, so family-centered protocols and interventions are essential to achieving success. The Probation Department supervision plans increasingly seek engagement opportunities in the youth's community, such as in schools, at homes, and other community-based sites rather than traditional, office-based supervision.

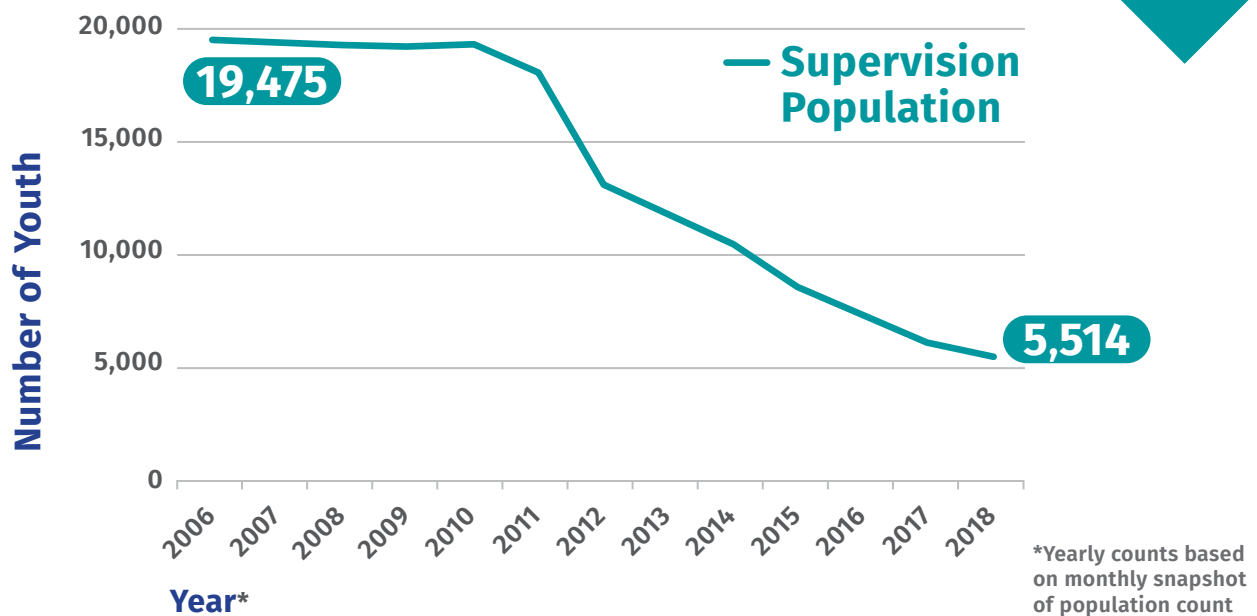




# Overview of Juvenile Supervision Population

- Over the last 12 years, Juvenile Services has **decreased the supervision of youth in the community by 71.7%.**
- The number of field supervised youth has been **steadily decreasing** over the last decade with our **population declining by 57.8% from 2012 to 2018.**

Los Angeles County Juvenile Field & Placement Supervision Population, 2006 - 2018



## Juvenile Field Services Bureau

Most youth under probation supervision are not placed in a juvenile facility—they are assigned to probation programs in the community under the Juvenile Field and Special Programs Bureau. Deputy Probation Officers (DPOs) supervise juveniles placed on community-based probation. They provide case management services, such as assessments, orientations, and service referrals. These officers also work with the youth, their families, schools, and other relevant resources to build on individual and family strengths, recognize achievements, evaluate and minimize risks, and monitor compliance with court orders.

### Juvenile Investigations/Special Investigations

Juvenile Investigations staff complete investigations for the court which may result in placement of youth on informal, non-court supervision or the development of a social study report with a dispositional recommendation submitted to the Court. Staff conducting special investigations work in partnership with the Department of Children and Family Services (DCFS) and the Department of Mental Health (DMH) to make recommendations to the Court regarding the legal status that is in the best interest of a youth who is involved in both the dependency and delinquency systems.

### Juvenile Community-Based Supervision

Juvenile Supervision staff provide a program of supervision for youth placed on informal Probation or those under the formal supervision as ordered by the Juvenile Court. Youth are assigned based on geographical catchment areas across the County.

### Dual Supervision/Dual Jurisdiction

The Dual Supervision/Jurisdiction Program is a cross-systems collaborative involving DCFS, DMH, Probation, and other agencies designed to provide intensive supervision and support to high-need youth under the jurisdiction of both the Dependency and Delinquency Courts.

### Special Needs Court (Mental Health Court)

Special Needs Court is a comprehensive, judicially-monitored program of individualized mental health treatment and rehabilitation services to youth. It is designed for youth who suffer from diagnosed mental disorders and/or developmental disabilities. The primary focus of the Court is to assess and facilitate treatment of eligible youth and to monitor the youth's subsequent mental health treatment case plan while detained and/or in the community.



**“Deputy Probation Officer Yadhira Quintana was my Independent Living Program coordinator who has supported me all through my education. I graduated with two A.A. degrees and a B.A. in Sociology. I am now planning to get my J.D./M.S.W. and eventually my D.S.W. People call my story a “success story” but behind my story, there are people like DPO Quintana who have supported me. Without her support, perhaps I wouldn’t have three degrees and a stable life now. I am grateful to have met a PO who cares and understands the challenges that foster and probation youth face in society.”**

*– Liliana “Patty,” former probation youth*

### Drug Court

Juvenile Drug Court provides an alternative to the current juvenile justice proceedings; the program includes an integrated system of treatment for youth and parents where substance use is a key contributing factor to the delinquency behavior and where substance use is having an adverse effect on the youth's well-being, family, and education. Juvenile Drug Court provides intensive judicial intervention and intensive community supervision for youth involved in substance abuse that is not generally available through the traditional juvenile court process.

### Teen Court

The Los Angeles County Teen Court is an early intervention program that provides an opportunity for selected eligible first-time juvenile offenders to be questioned, judged, and adjudicated by a jury of their peers.

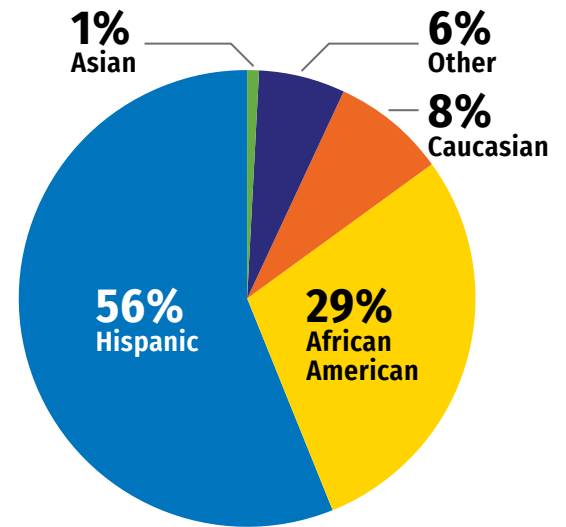
## 2018 Active Investigations (AI)

Data Reflects Annual Averages

In 2018, there was an average of 2,386 youth placed under investigation status, either in process of consideration for informal, non-court supervision and services or pending Delinquency Court hearing and possible court-ordered disposition.

Total Average  
Population  
**2,386**

Average  
Age  
**16**



## 2018 Active Supervision (AS)

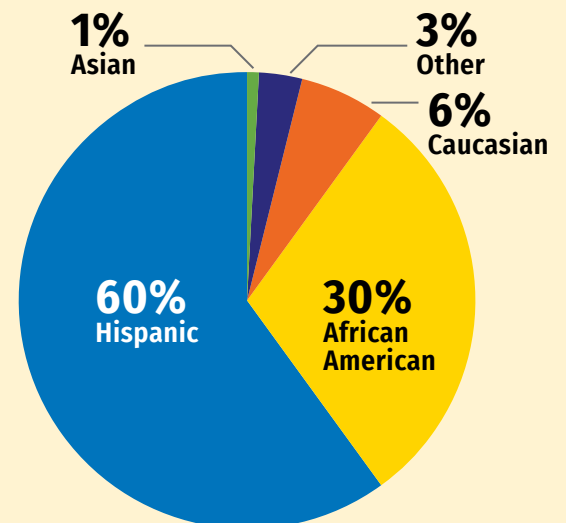
Data Reflects Annual Averages

Additionally, of the 5,480 average youth under Probation supervision for the year, 80% or 4,380 were male and 20% or 1,112 were female and these youth were at an average age of 17 years.

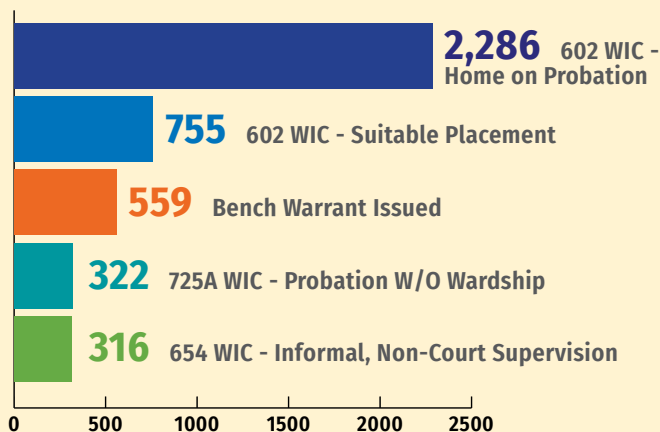


Total Average  
Population  
**5,480**

Average  
Age  
**17**



## Top 5 Legal Statuses





*Former Probation youth and CSEC survivor Oree Freeman has become an advocate and advisor to Probation in helping boys and girls from being trafficked for sex.*

## Supporting Victims: The Probation Child-Trafficking Unit

### Probation's Role in Preventing Human Trafficking

Since 2011, when L.A. County was identified as a major hub for the commercial sexual exploitation of children (CSEC), under the direction and with the support of the Board of Supervisors, the Probation Department has paved the way for innovative and collaborative efforts to identify and rescue trafficked and sexually-exploited children. L.A. County Probation's Child-Trafficking Unit (CTU) was implemented in January 2012 as a collaborative effort between Probation and the courts to address the needs of this population: proper identification, referral to STAR Court, and linking victims to rehabilitative services in the community and foster care settings. Probation's CTU is an intensive supervision model designed to address the needs of sexually-exploited youth between the ages of 11 and 21.

**Probation's CSEC unit has created 19 different types of training, offered over 183 training classes and provided training to over 19,000 individuals.\***

*\*between Jan. 2015 and Sept. 2018*

### Education Is Key to Helping Victims

The L.A. First Responder Protocol has revolutionized the way law enforcement and social services personnel approach and treat victims of sex trafficking since its implementation in 2014. L.A. County Probation's CSEC Unit has led the effort to actively

develop training programs to address the issue of sex trafficking and assist its victims. Trainings have been created to specifically address schools, motel personnel, county employees, firefighters, law enforcement, and religious organizations. Probation has provided in-classroom training to over 19,000 employees and partners and to over 43,000 on-line participants on skills necessary to recognize and assist commercially sexually-exploited children in the past three years. Probation's expertise has also become a resource for other jurisdictions across the country.

***"This training was amazing. It is inspiring to know that our youth can recover from the hell they have been subjected to – that there really is hope."***

*— Participant from Department of Children and Family Services*

***"Absolutely outstanding and necessary training. As educators and nurses, it is imperative that we are aware of this issue and know how to recognize and respond to the signs."***

*— School counselor*



# 5 Ways Probation's Child-Trafficking Unit Helped CSEC Youth in 2018



Helped 31 CSEC youth graduate from high school through collaborative efforts of Probation, DCFS, LACOE, LAUSD, and the STAR Court



Supported 14 CSEC youth who have testified against their exploiter in adult court



Provided services and support to over 149 CSEC youth recovered through the Law Enforcement First Responder Protocol



Advocated for two CSEC youth to travel to Washington, D.C. to attend a week-long Congressional Foster Care Shadow Day program



Created and trained over 68,000 county employees in a two-hour online CSEC awareness training module, complying with a Board of Supervisors mandate

## Juvenile Special Services Bureau

### The Juvenile Special Services Bureau

*provides intensive supervision and intervention services to probation youth across Los Angeles County, from those attending identified school campuses to those transitioning from out of home care. Additionally, staff serve in various operational capacities such as representing the Department in Juvenile Court and serving specialized populations such as youth pending competency proceedings in Juvenile Court, those with identified developmental disabilities or those youth receiving citations that do not require Delinquency Court intervention. The Juvenile Special Services Bureau staff provide supervision and services through the following operations:*

#### Juvenile Justice Crime Prevention Act (JJCPA) Supervision Programs

Academic success and staying in school get high marks in keeping youth on the right track toward a self-sufficient and responsible adulthood. School-Based Supervision works to

increase the opportunities for youth to succeed academically and to empower youth's parents to become the primary change agents their children need.

Funded through the JJCPA, Deputy Probation Officers assigned to high schools, middle schools, housing developments and park-based after school enrichment sites serve youth with programs designed to provide a full spectrum of community-based services. Although Probation discontinued the supervision of WIC 236 youth in schools in 2018, these staff assist parents and guardians with supporting educational outcomes through monitored school attendance and behavioral and school performance.

#### Camp Community Transition Program

The Camp Community Transition Program serves high-risk and high-need youth transitioning from camp back into their communities. The program utilizes a structured, multi-modal intervention approach (behavioral skills training across domains – family, peer, school and neighborhood) and places a strong emphasis on skills training for parents and positive role modeling by adults in the youth's social environment

## 2018 School Enrollment After Camp Release

Of the 393 Camp Community Transition Program (CCTP) Youth in 2018:

**32%**  
Already Had  
a GED

**68%**  
Eligible to Enroll  
in School

**98%**  
of Eligible Youth Enrolled  
in School Within Five or More  
Business Days After Release

**2%** Did Not Enroll in School



to promote and support successful rehabilitation and self-sufficiency. Staff provide supervision and links to supportive services for each youth and family targeted to reduce recidivism (decrease the number of youth re-arrests and subsequent court orders) and increase high school graduation rates.

### **Intensive Gang Supervision Program**

The Intensive Gang Supervision Program provides supervision to identified, high-risk, gang-affiliated youth who actively participate in gang conflict, violence, and crime. Teams of case managers and mobile field deputies jointly supervise youth in order to develop and implement case planning. They coordinate the delivery of treatment services, enforce accountability to court orders, and collaborate with law enforcement, schools, and community-based agencies to reduce recidivism and protect the community.

### **Division of Juvenile Justice Supervision Program**

The Division of Juvenile Justice (DJJ) Supervision Program serves high-risk probationers transitioning from DJJ custody to local probation supervision, under the jurisdiction of the Delinquency Court. The program focuses on transition processes and stabilization (includes possible housing, treatment services, job search/placement, continued education/vocational training, etc.) in the community, with an eye toward supporting self-sufficiency.

### **Juvenile Day Reporting Centers (JDRCs)**

The Juvenile Day Reporting Center Program is designed to support educational and after-school enrichment programming for youth through partnerships with local school districts, community-based and other agencies for delivery of services to youth at JDRC sites across the County.

### **Juvenile Sealing Services**

Juvenile Sealing Services processes requests and court orders to seal juvenile records for youth formerly involved in the juvenile justice system.

### **Early Intervention and Diversion Program (EIDP)**

The Early Intervention and Diversion Program's design includes

DPOs working with community-based organizations providing mental health services, contracted through the Department of Mental Health, to first-time offenders and their families.

### **Court Officer Program**

The Juvenile Court Officer Program DPOs represent Probation in 19 Delinquency Courts and one Delinquency/Dependency Court at nine locations across Los Angeles County.

### **Citation Diversion Program**

The Juvenile Citation Diversion Program addresses citations formerly referred by law enforcement to the informal Juvenile Traffic Court. The Program seeks to divert eligible (first-time and/or low-offending) youth to services/programs based in the community.

### **Competency Program**

The Juvenile Competency Program was established to serve as a liaison between the Court and Probation staff during competency proceedings. The primary goal of the Program is to assist minors with attaining adjudicative competence which allows for meaningful participation during court proceedings.

### **Developmental Disabilities Program**

The Developmental Disabilities Program is designed to support the delivery of services to youth identified or suspected of having a developmental disability, whether detained in a Probation facility or residing in the community.





*\$3 million over the next four years in one-time Juvenile Justice Crime Prevention Act funds will help reduce young people's involvement within the juvenile justice system.*

## JJCPA awards \$12 million to diversion programs in 2018

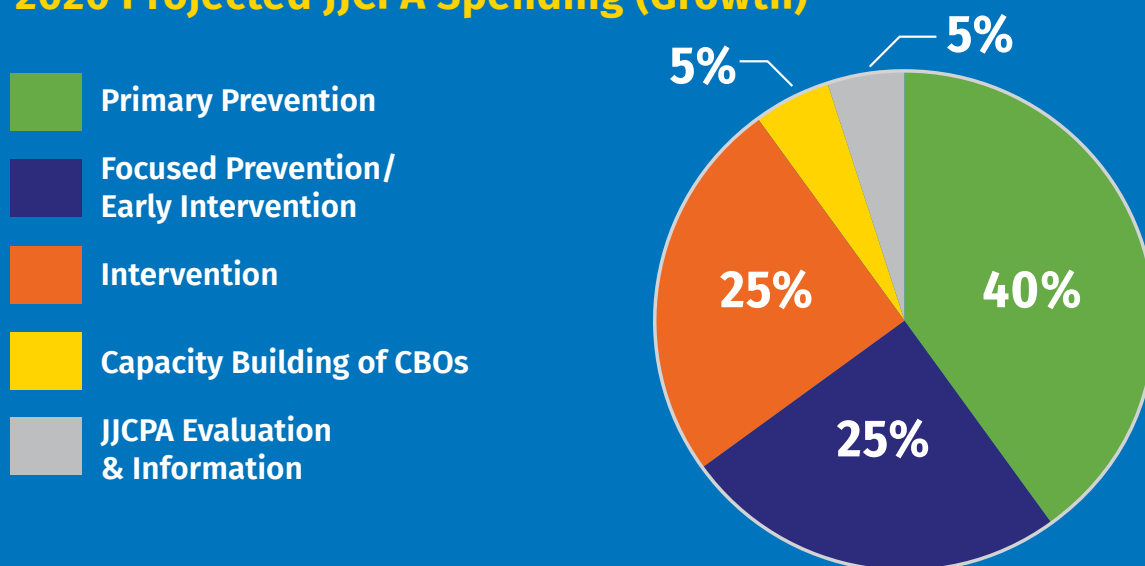
Established in 2017, the Office of Youth Diversion & Development (YDD) contracts with community-based organizations (CBOs) to help reduce young peoples' involvement within the juvenile justice system. These organizations target services designed to help youth and their families to prevent them from entering the juvenile justice system.

In support of this goal, the Juvenile Justice Coordinating Council (JJCC) governing body, chaired by L.A. County's Chief Probation Officer, has committed \$12 million dollars, or \$3 million over the next four years, in one-time JJCPA funds

to YDD. This financial investment allowed YDD to issue a solicitation to contract youth intensive case management services in August 2018. Contract awards and implementation of pre-booking youth diversion services will begin upon contract execution scheduled for 2019.

Probation committed an additional \$29.8 million of JJCPA funds in 2018 to community-based organizations to provide programs and services throughout L.A. County. 84 percent of the \$45 million growth fund and 67 percent of the overall base of JJCPA funds went to non-profit CBOs. The graph below shows the types of programs these funds supported.

## 2019-2020 Projected JJCPA Spending (Growth)





## Historic Partnership Grows Resources for At-Risk Youth

Groundwork for a historic public-private partnership between the Los Angeles County Probation Department and two of the area's leading grant-makers — the Liberty Hill Foundation and the California Community Foundation — occurred in 2018. This landmark collaboration will dramatically increase services and opportunities delivered by local community-based organizations to youth currently in the probation system and to at-risk youth, diverting them from entering the juvenile justice system altogether.

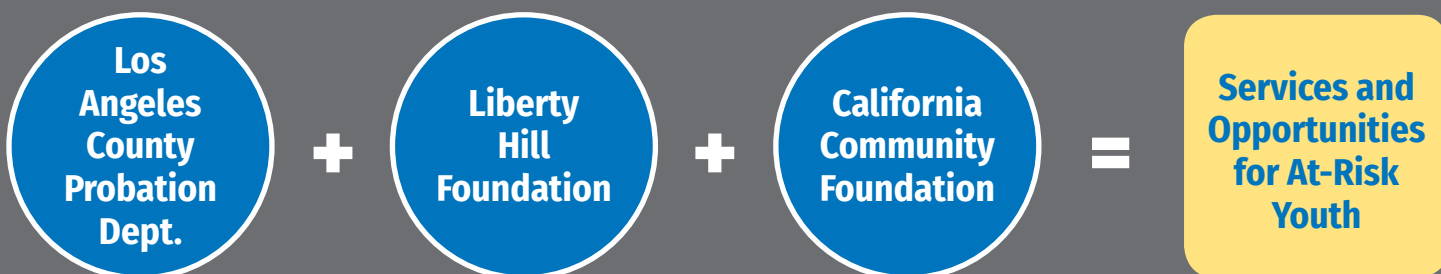
The Probation Department will allocate \$3.2 million from JJCPA funds to the respective foundations who will in turn set up a grant process for grassroots and emerging community-based organizations. This will allow for faster distribution of the funds and an opportunity for smaller organizations that may not normally have had the infrastructure to compete for County contracts to access these funds.

The grants distributed through this partnership will expand opportunities and resources for programs that keep vulnerable youth out of the justice system and help those currently in the system transition back into the community. These programs provide critical socio-emotional support that is proven to successfully prevent youth from entering the juvenile justice system, while also cutting the recidivism rates of those who have.

With this new partnership, Los Angeles County will continue to be the nation's leader for demonstrating how an effective community-based model focused on prevention and treatment not only decreases the number of youth incarcerated, but also improves chances for more youth to earn their high school diplomas, become gainfully employed, and decrease the likelihood of being incarcerated as an adult. The services made available via this collaboration will be provided within the youths' own communities, thus making it easier for the families to access.

***“By shifting the focus from simply avoiding criminal or classroom misbehavior to fully embracing methods that result in high school graduation, college readiness, and career success, we can dramatically change the lifetime opportunities for young people and the well-being of our community as a whole. Together we can help all our young people realize their limitless potential.”***

— Antonia Hernández, California Community Foundation President and CEO



***“This partnership will prevent youth from entering the justice system; instead, they will be connected in meaningful ways in our communities and will help us make Los Angeles the county we know it can be.”***

— Liberty Hill President & CEO Shane Murphy Goldsmith

## Placement Services Bureau

**In L.A. County**, youth enter the foster care system through the Dependency or Delinquency Courts, supervised by either the Department of Children and Family Services or the Probation Department.

The Placement Services Bureau (PSB) serves youth whom the courts have ordered to be removed from home and placed in either Short-Term Residential Therapeutic Programs (STRTPs) or in relative or non-relative care. Generally, youth receive this type of dispositional order after less restrictive court sanctions have not resolved the family, emotional, or other identified issues that might play a role in the youth's delinquency.

The bureau places youth in environments best suited to meet their individual needs, which may include a smaller group home environment, a larger foster home facility, or a small foster family home. Youth may also benefit from outreach and prevention services available through the foster care system that are designed to prevent them from being removed from home which includes services such as family therapy, multi-systemic therapy, family preservation, or wraparound services.

The bureau is comprised of the following operations: Placement Administrative Services, Residential-Based Services, Child Trafficking Unit (CTU), Placement to Community Transition Services (PCTS), Youth Development Services, Transitional Jurisdiction Services, Transitional Housing Program and Placement Permanency and Quality Assurance.

During 2018, PSB served 1,405 youth in STRTPs. Currently, the Probation Department contracts with 40 STRTP providers throughout Los Angeles and its neighboring counties, and an additional 10 non-contracted, out-of-state providers to best serve our foster care population.

An additional 90 youth were placed with Resource Families (formerly known as foster parents) for a total of 1,495 suitably placed youth this year.

Additionally, PSB supervised youth in the community through the Child Trafficking Unit and Placement to Community Transition Services programs. In 2018, CTU supervised 50 youth and families and through PCTS, the Functional Family Probation and Functional Family Therapy programs supervised 740 youth in the community.



# Short-Term Residential Therapeutic Program (STRTP) and Group Home (GH) Population

Average Age 17  
From 1/1/2018 to 12/31/2018



**1,405**

Total STRTP/GH  
Population



**1,110**

STRTP/GH  
**MALE** Population



**295**

STRTP/GH  
**FEMALE** Population



**477**

Number of Suitable  
Placement Completions  
(JT, JT/AB12, HOP,  
Resource Family  
Placements)



**70**

Resource Family  
**MALE** Population



**25**

Resource Family  
**FEMALE** Population



**114**

Average Length of Stay  
in Days in STRTP/GH  
Placement  
All Populations



**219**

Average Length of Stay  
in Days for STRTP/GH  
Placement Completions  
(JT, JT/AB12, HOP,  
Resource Family  
Placements)

JT: Jurisdiction Terminated, HOP: Home on Probation: Placement youth whose order was changed from Suitable Placement to Home on Probation.  
NOTE: Jurisdiction was not actually terminated; it is the code used to show the exit of a youth from placement to home on probation.



# Institutional Services

## A Changing Population

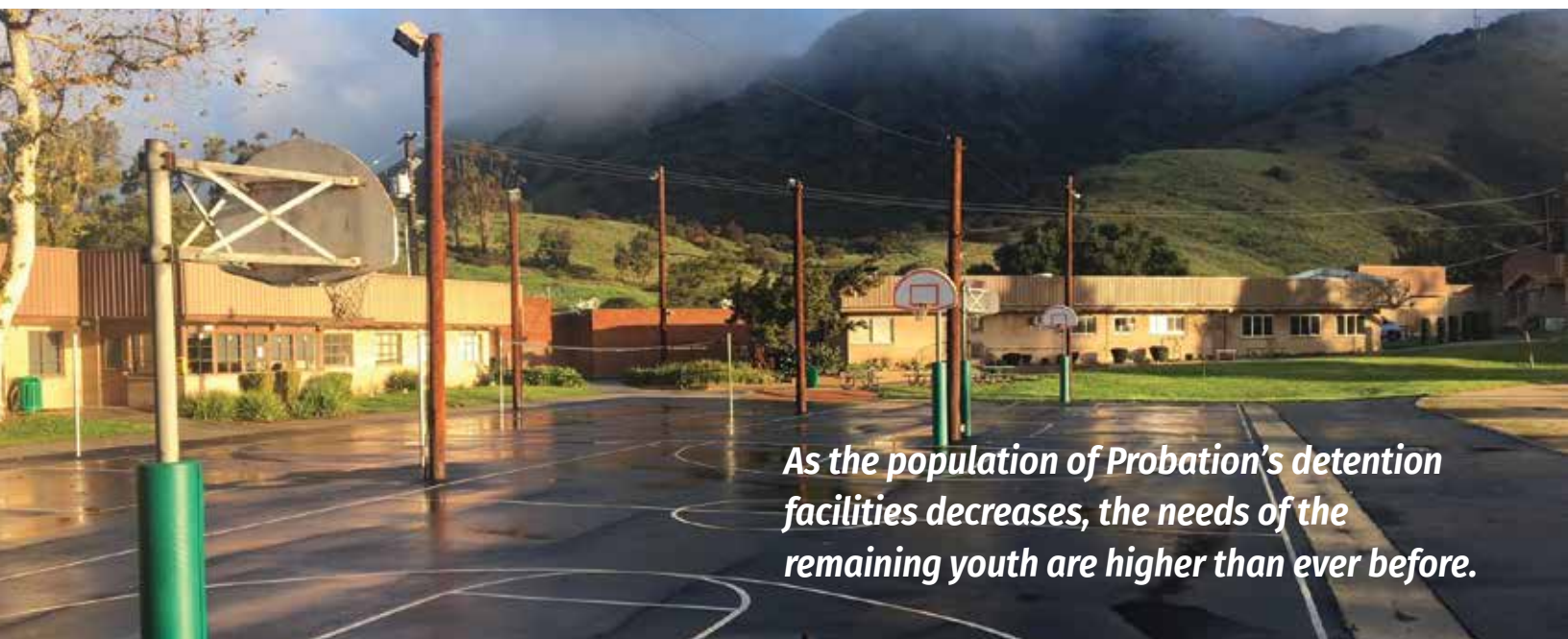
The sheer number of youth who reach Probation's detention programs has decreased astronomically. However, the youth who require detention have higher needs, more trauma, and face a greater complexity of challenges.

Legislative changes, judicial decisions, and more stringent screening all help to explain the decrease of youth in detention. Many felonies have been reclassified as misdemeanors. New laws decriminalize youth arrested for prostitution, viewing them as victims rather than delinquents. Stricter criteria for detention, combined with a new focus in the juvenile courts on the value and success of community-based programs and services, also limit the number of youth who require detention. This reduction in the youth population in juvenile institutions has allowed Probation to close several juvenile camps in the last few years and three camps, Gonzales, Jarvis, and Scobee, in 2018.

However, for those youth who do require detention services, their level of need has risen significantly. Addressing their challenges has led to several current Probation initiatives and future projects. The Department has enhanced staff practices

to include required training classes such as Trauma Informed Care and Non-Violent Crisis Intervention. Trauma Informed Care provides tools that help staff understand how trauma directly impacts our youth. Non-Violent Crisis Intervention addresses the need for training safe, respectful, non-invasive methods for managing challenging behavior. Training related to gaining voluntary compliance in addition to active listening and non-verbal communication are also required. These trainings are intended to complement the plan to enhance mental health services in the halls by increasing the number of mental health clinicians. In addition, there is a plan to increase programs and activities. These initiatives are intended to help ensure a healthier and safer living environment for the youth and a healthier and safer working environment for staff.

Today, Probation's staff-to-youth ratio is lower, and the Department intends to lower the ratio even further as it addresses the increasingly complex issues of the youth and moves to implement the L.A. Model in all facilities.



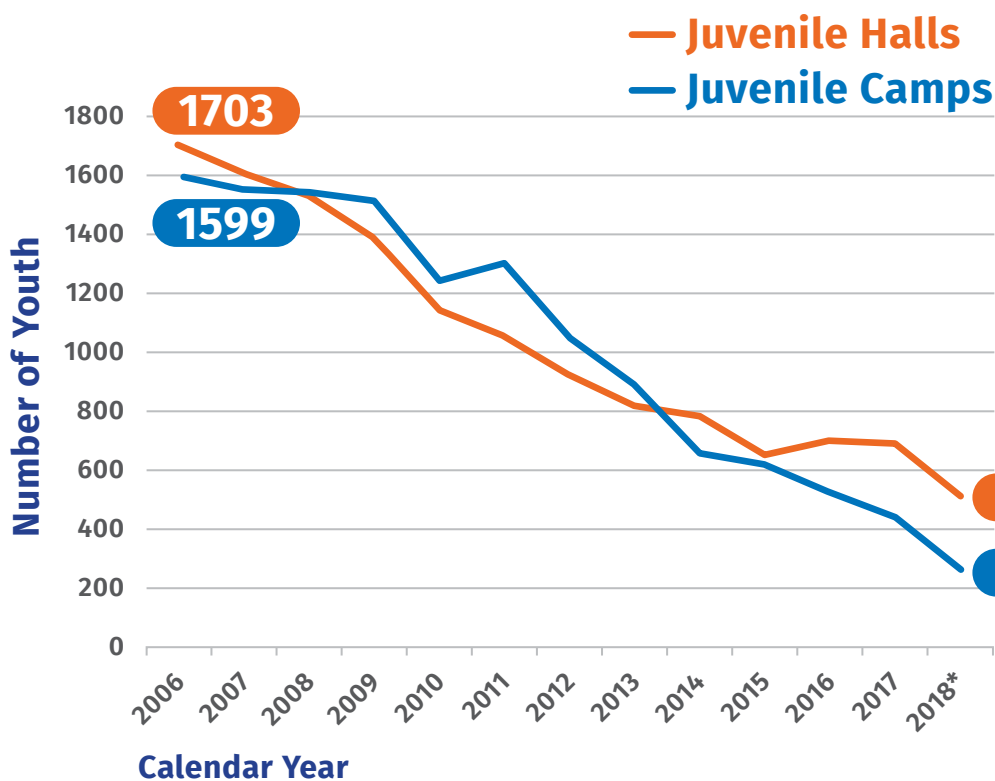
*As the population of Probation's detention facilities decreases, the needs of the remaining youth are higher than ever before.*



# Overview of Juvenile Institutional Population

- Since 2006, the institutional population has **declined by 69.8%** in the halls and **83.7%** in the camps.
- After reaching a plateau between 2015-2017 in the halls, the population has **decreased an additional 25%** between 2017 and year-end 2018.

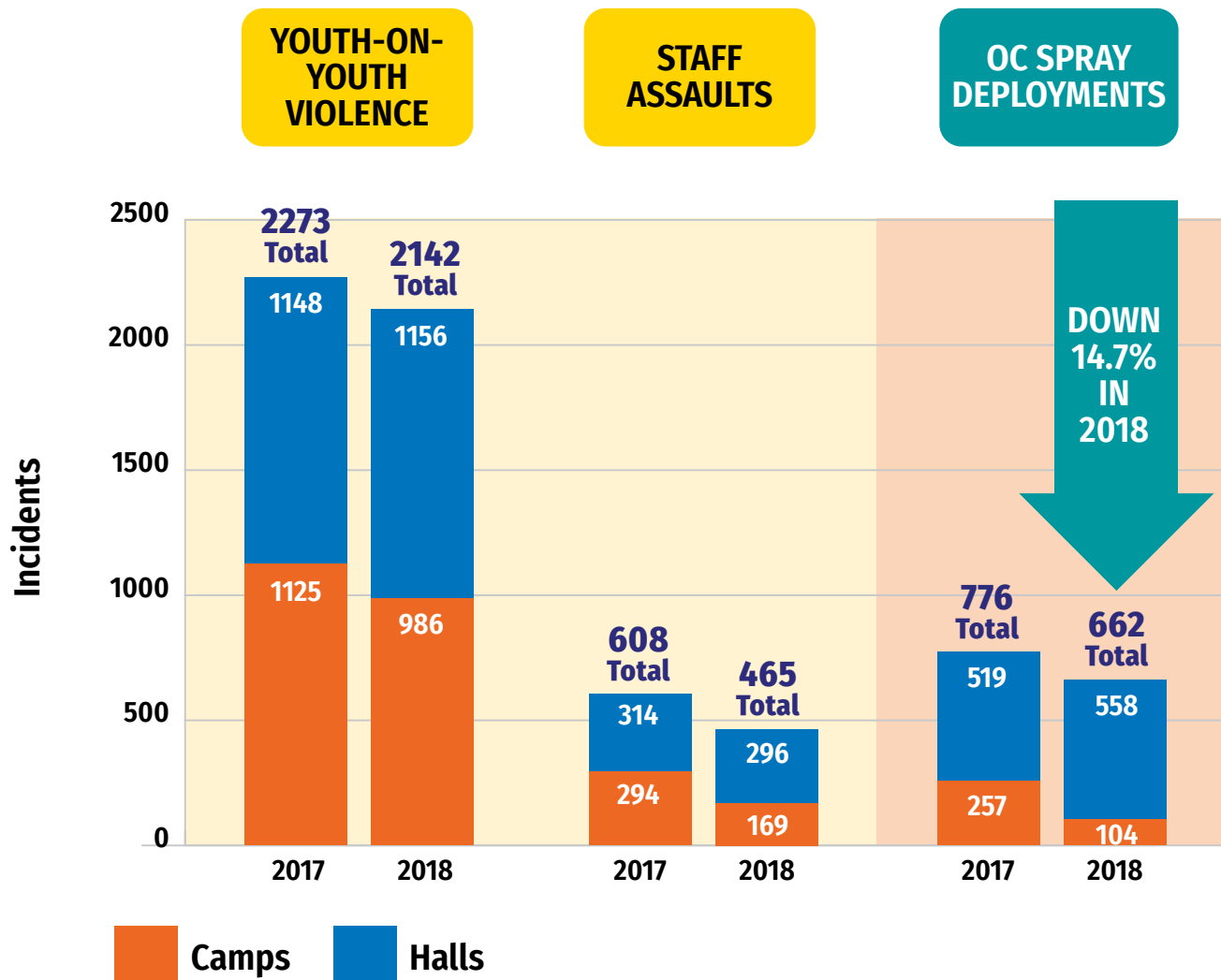
Los Angeles County Probation Juvenile Services Institutional Population, 2006 - 2018



69%  
decrease  
halls

83%  
decrease  
camps

# Critical Incidents Trend Analysis



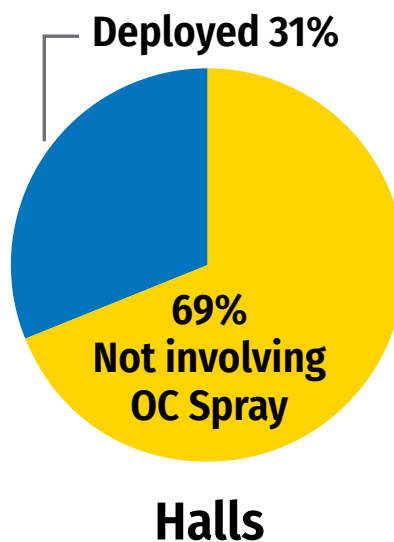
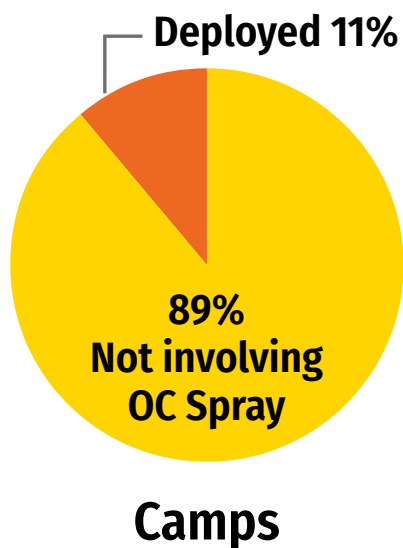


## Safe Crisis Management in Juvenile Residential Facilities

Probation continues to focus on reducing violence in juvenile facilities which lead to the use of physical interventions, including the use of OC spray (commonly known as pepper spray) on youth in detention. Probation continued to increase staff training, provide additional youth programming, and employ increased de-escalation practices throughout the year. As the chart shows, a positive downward trend was realized in 2018 related to youth-on-youth assaults, assaults on staff,

and the use of OC Spray, but much more must be done. In 2019, Probation will continue to prioritize the safety of our staff and detained youth by focusing on reducing reliance on physical interventions. Plans include increasing rehabilitative and trauma informed services, enhancing staff de-escalation skills, updating policies and review protocols associated with physical interventions, and implementing the phasing out of OC spray in juvenile facilities.

### 2018 Physical Interventions and Use of OC Spray



## Detention Services Bureau (Probation Halls)

**Probation's Juvenile Halls** temporarily house youth prior to or immediately following their adjudication as well as youth transitioning into other types of placement or services. Probation operated three juvenile halls in 2018: Central Juvenile Hall located east of downtown Los Angeles, Los Padrinos Juvenile Hall located in Downey (slated for closure in 2019 due to declining populations), and Barry J. Nidorf Juvenile Hall located in Sylmar. These juvenile halls form the Probation Department's Detention Services Bureau.



### Average Daily Populations for Detention Services Bureau (DSB)

**10.3%**  
decrease  
from 2017  
to 2018

**2017**  
Average Daily  
Population  
Male & Female  
**684.4**

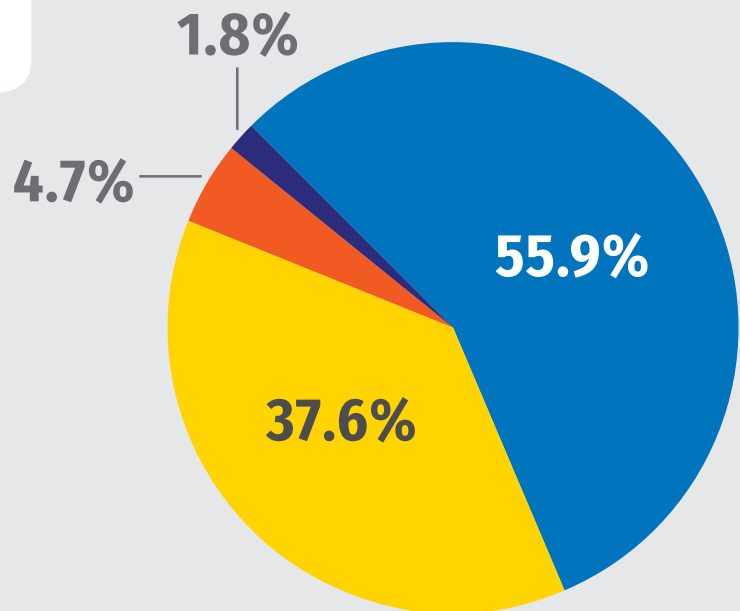


**2018**  
Average Daily  
Population  
Male & Female  
**614.1**





## 2018 Average Daily Hall Population by Ethnicity



## Fairs at Camps and Halls Offer Resources for Families

Resource fairs took place at several halls and camps in 2018 offering a “one-stop shop” of valuable resources and services. These fairs were attended by parents and guardians of youth who are in a juvenile hall or camp, are on probation in the community, those who have previously been involved in the juvenile justice system, and members of the community at-large wanting to learn more about services available. The Parent Resource Fairs came about after numerous parents expressed a desire to have a more centralized location to find the services needed for their children and themselves.

At the resource fairs, representatives from public agencies shared information on mental health, parenting classes, domestic violence counseling, art and music opportunities, summer internships/mentoring programs, gang prevention, job/vocational training, life skills workshops, health insurance for undocumented families, and LGBTQ support groups.

Parents walked away from the events with additional tools to support their child who is on probation as well as advice and assistance on how to strengthen and support their entire family.





## HOPE Centers and Staff Trainings to De-escalate Youth in Crisis

Replacing the old concept of restricted housing, Hope Centers are a new way to manage youth who are acting out and in crisis. This year, Hope Centers were available in all juvenile halls and camps and became an environment for the majority of officers to provide a safe place for a youth to de-escalate prior to or after an incident.

Hope Centers offer youth displaying disruptive behaviors a safe place to have time to cool down and reflect. Stays for this type of situation can be for a period of up to eight hours and are approved by a supervisor. While a youth is in the Hope Center they can participate in all normal activities including attending school, having family visits, and participating in activities as long as their behavior is stable.

Youth in Hope Centers also receive extra care from teams of Probation staff and Department of Mental Health therapists. Recognizing that additional staffing, especially from mental health providers, was necessary at Hope Center locations, the Department focused on improving access in its staffing plans for 2018.

The Department of Mental Health also refers youth to the Hope Center so they can be evaluated and stabilized prior to going into the general population. However, youth under mental health observation often have longer length of stays in the Hope Centers than those requiring a temporary cool-down.

The change from the use of restricted housing requires training and education. Training on using Hope Centers and de-escalation techniques did not fully address the staff's needs, likely resulting in a rise in youth-on-youth and youth-on-staff

incidents. Training staff on new de-escalation techniques was a major priority for Probation in 2018. In addition to de-escalation training, all staff assigned to the Hope Centers as well as many other staff in juvenile facilities have received Dialectical Behavior Therapy (DBT) training. DBT is a type of evidence-based therapy designed to help people with mood disorders as well as those who need to change patterns of behavior, such as self-harm, suicidal ideation, and substance abuse.

Over 64 percent of the staff in juvenile facilities has completed formalized Trauma Informed Training and the remainder will be trained in 2019. Tactical Communications Training also was rolled out in 2018 and work began on the CPI Non-Violent Crisis Intervention Training that will take place in 2019.

**The average length of stay in the Hope Centers at all halls was 3 hours.**

(For a 90-day period, 4th quarter of 2018)

**Less than 1% of the youth across all halls needed the Hope Centers.**

(Based on the average population of the facilities over a 90-day period)

## Improving Facilities

**Inspired by Probation's** *holistic approach to juvenile rehabilitation, several major physical improvement projects were completed in juvenile halls and camps in 2018. Improvements included projects designed in consideration of improving the emotional well-being of youth and staff as well as beautification efforts that brightened up buildings and landscapes.*

*Several of the projects in 2018 included the creation of the Boys' CARE Unit at Central Juvenile Hall (CJH); the addition of vivid, colorful, and passionate art from the Mural Project; and additional projects that incorporated educational training and service for youth. Although some physical improvements have been completed, much work remains to be done in the coming years.*

### Boys' Care Unit at Central Juvenile Hall Opens

L.A. County Probation renovated the Boys' CARE Unit at Central Juvenile Hall in 2018, creating an environment that felt less institutional for the youth and where evidence-based programming could have the greatest impact. Designed to treat emotionally-fragile youth, the unit now has revamped living quarters, restrooms, a day room, a beautiful recreation yard, and a staff kitchen area.

The CARE Unit includes vividly colored housing rooms, a small library, and an outdoor space with brightly colored benches and a small floral garden. Youth at CJH played a major role in the design including selecting the bright orange, green, and yellow color scheme.

Probation Chief Terri L. McDonald expressed her appreciation for the Central Juvenile Hall staff who dedicated their time and energy to the boys who will be served in the new CARE Unit.

"I couldn't be more pleased and impressed with the work that you all do every day to impart positivity and healing to these young people," McDonald expressed. "The transformation of this unit is really about the transformation of the way we do things here in Los Angeles County."

The Probation Department and its partner agencies at Central Juvenile Hall focus their efforts on offering evidence-based programs to probation youth. The new boys' unit provide youth with mental health strategies that will improve their adaptive behaviors.

"In this unit, we provide care to youth who need highly intensified services," said Probation Director Jocelyn Roman. "They may have a greater level of need based on their risk and needs assessment or may be classified as high-risk, but have a low criminogenic rate, so releasing them into a general population may be more detrimental to their rehabilitation. This small, intensified unit allows us to work with those youth one-on-one."

The Department plans to begin the renovation of CJH's Girls' CARE in 2019.

***"When I came to Boys' CARE, it was magnificent; there was no gang talk, or people having arguments out of the blue. It's like wow, this does not look like juvenile hall; it's like college. We have programs like choir, robotics and InsideOut Writers. It's beautiful."***

***— Youth from Boys' CARE Unit***







## Central Juvenile Hall Mural Project

Central Juvenile Hall began a beautification project that soon turned therapeutic as well. A professional artist worked with the youth at the facility to create a mural that helped provide a healthy outlet to express their complex emotions.

In a collaborative effort between the Boyle Heights Arts Conservatory and Arts for Incarcerated Youth, the project lasted for about five months in CJH's Girls' Unit and the Boys' Hope Center. Bringing color and light into their environments changed daily moods for the better.

To ensure the youth took ownership of the space, the artist encouraged youth expressions that represented the uniqueness of each unit. The youth took pride in creating and executing the vision as it gave them a sense of purpose.

The girls wanted to create a mural that represented feelings of positivity, dreams, beauty, loyalty, power, and high self-esteem. The boys suggested themes of hope, faith, respect, love, and acceptance. By the end of August 2018, the artist and youth collaborated with a design that incorporated everyone's vision. The youth brought their vision to life with the

beautiful painting of vibrant colors that consistently receives compliments from visitors.

## PREA Compliance

The Federal Government implemented the standards for the Prison Rape Elimination Act (PREA) in 2012 to support the prevention of sexual assault and sexual harassment within the nation's correctional systems. It mandates national data collection efforts, provides funding for program development and research, and creates a national commission to develop standards and accountability measures.

The L.A. County Probation Department has established a zero-tolerance policy regarding sexual assault and sexual harassment in its facilities. Compliance with PREA is part of the Department's continuous effort to keep youth safe while in its care. Numerous juvenile facility upgrades were completed that promote a violence free environment, with the intent to protect youth in the halls and camps from sexual assaults and violence. Probation employees also complete yearly trainings on mandated policies and procedures. In 2019, Probation will continue to address any remaining issues in order to bring the Department into full PREA compliance.





## Residential Treatment Services Bureau

**Probation operated nine** *juvenile residential treatment camps in 2018 where youth between 13 and 18 are ordered to go to by the Juvenile Delinquency Court. In 2018, the Department focused on continuing to grow partnerships with community-based organizations designed to both divert youth from camps and to increase the services, education, and opportunities provided to the youth overseen. Probation conducts a thorough and intensive individualized assessment process to ensure every youth is placed in the camp that will best address their needs.*

*The number of youth ordered to Camp has significantly decreased over the last 10 years and 2018 saw the lowest annual camp population in decades. Although the number of youth ordered to camp has declined, the services required to assist these complex youth have dramatically risen. In 2015, 53 percent of youth in camps had open mental health cases compared to 83 percent in 2018.*

*Every staff interaction that occurs in a juvenile residential treatment camp should be viewed as an opportunity to work with these high-need youth to foster long-term behavior change, decrease recidivism, and increase problem-solving skills.*



***“The Probation Department is part of the juvenile justice system and critical for the effective administration of justice and the rehabilitation of youth. Los Angeles County Probation is creating unique and innovative youth programing and educational opportunities to help them achieve positive outcomes and succeed in life.”***

***— Hon. John C. Lawson II,  
Supervising Judge of the Los Angeles Juvenile Justice Court***

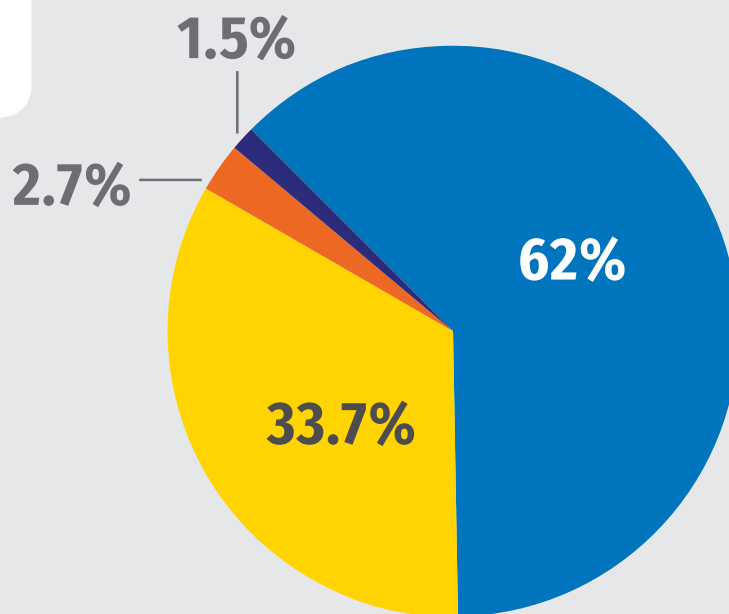


## Fewer Camps, More Services

The average population in L.A. County juvenile halls and camps fell by 67% between 2006 and 2018. This decrease resulted in the closure of several camps over the past decade. These closures mirror national statistics showing that the population in juvenile residential facilities has declined by one-third since 2006. In 2018, two of the six Challenger Youth Memorial Center (CYMC) camps in Lancaster closed. The remaining two are scheduled to close in 2019.

With fewer facilities, the Probation Department concentrated staff and other resources to better serve clients and their families, saving an estimated \$20 million per year. The Department's goal is to have fewer facilities that will each become centers of excellence for juvenile rehabilitation employing the L.A. Model's trauma-informed, child-centered approach.

## 2018 Average Daily Camp Population by Ethnicity







## Campus Kilpatrick and the Expansion of the L.A. Model

Visitors from across the globe descended upon L.A. County Probation's Campus Kilpatrick in 2018 to learn about the L.A. Model for juvenile rehabilitative services and its therapeutic, trauma-responsive approach. As the program expands, Probation is learning from its experiences to offer the best care possible to the youth at the facility.

At Campus Kilpatrick, youth learn to work cooperatively while housed in cottages, not traditional military style barracks of other camps. With a significantly lower staff-to-youth ratio and programming that emphasizes education, counseling, and vocational training guided by a trauma-informed child-centered approach, Campus Kilpatrick is center stage for a new research-based model that utilizes a therapeutic and holistic approach to juvenile behavioral rehabilitation.

While the L.A. Model at Campus Kilpatrick continues to receive prestigious awards and praise from national and international juvenile justice agencies, the site and concept is ever evolving. Staffing, developing a tool to measure results, and other operational issues have made implementation of the model an opportunity for continuous quality improvement.

The greatest challenge of 2018 was the destructive Woolsey Fire in November. As the fire approached Campus Kilpatrick, staff responded heroically by evacuating youth and staff. While no major structural damage occurred at the facility, outbuildings and key infrastructure were severely damaged. As a result, the staff and youth have temporarily relocated to Challenger Memorial Youth Center until the site is safe to occupy.

While there have been new program issues to overcome, the success of the facility and the L.A. Model is clear, and growth is on the horizon. Campus Kilpatrick's population will expand as Probation continues to consolidate camps. Probation is developing a five-year plan that will outline how the L.A. Model will expand across Probation's juvenile halls and remaining camps.

L.A. County Probation is proud of the staff, stakeholders, and youth who have poured boundless energy and faith into this new model. Their experiences at Campus Kilpatrick will guide the development of new programs, the physical designs at other Probation facilities, and most importantly, how to continue to care for youth by developing relationships of mutual respect and trust so they are able to succeed when they reenter the community.

***“The encouraging and most critical thing to understand is that the core philosophy of engaging youth through relationships, giving them opportunities to learn skills and work toward self-awareness is more valid than ever.”***

***— Sheila Mitchell, L.A. County Probation  
Chief Deputy for Juvenile Services***



# Education and Opportunity

**The Probation Department,** *through its partnership with Los Angeles County Office of Education (LACOE), continued its commitment to providing educational and culturally enriching experiences to youth under supervision throughout 2018. The Department's juvenile rehabilitation program is focused on providing the youth in its care with educational opportunities that engage their minds, build communication skills, and expose them to new thoughts and ideas. Many of the youth in juvenile residential treatment camps have had little opportunity to experience these local resources.*

## Logistics Program Offers New Career Paths

### UPS Partnership creates Job Opportunities for Probation Youth

A new career training program in the logistics field began this year, offering youth in camps new career options. This unique partnership between Probation, East Los Angeles College, and



Chief Probation Officer Terri L. McDonald (C) is joined by UPS representatives and members of L.A. County Probation staff.

United Parcel Service (UPS) provides college-level courses in the field of logistics and outlines career paths for those youth who complete the program. Logistics is one of the fastest growing career fields in the U.S. with great potential for advancement and high-paying salaries.

Probation youth who are least 18 years of age and have completed the required coursework have the opportunity to apply for employment with UPS once they are released from camp. Since the program's inception in the fall of 2018, four young men have already been hired by the UPS within weeks of leaving a Probation facility. Probation staff have been strong advocates of the program and support the youth, including taking them to job interviews while they are still in camp.

## Teaching Tolerance

### Youth Visit Museum of Tolerance

The power of words, personal responsibility, and the dynamics of discrimination were all topics of discussion for probation youth as they experienced the "Tools for Tolerance for Teens" program at the Museum of Tolerance. Throughout 2018, probation youth were moved and enlightened as they toured the Museum of Tolerance's interactive exhibits and messages about the destructiveness of hate and the power of acceptance.

The tours were funded from a generous grant from the Museum of Tolerance allowing youth from every L.A. County Probation Camp to visit the museum and learn that while the actions of the past can shape the present, they can control their future.

***"This experience will make the students more sensitive to the plight of others and makes our history lessons that much more meaningful."***

***— Los Angeles County Office of Education English and Social Studies teacher Zippora Stewart***

***“You can only fight hate with love. Seeing things this way is very different from being in class. This makes everything more real.”***

***– Youth from Camp Afflerbaugh***



## College Curriculum Expands

### Probation Offered More College Classes Than Ever Before in 2018

This year Probation expanded its college program, offering more classes at more locations than ever before. Students interested in earning college credits can choose from among 11 different courses offered through Probation's collaboration with its college partners. The expanded college program included courses in African-American Studies, Transportation, and Kinesiology. This expansion included the addition of instructor-led classes at Camp Scott, Camp Afflerbaugh, and Camp Paige. Courses are also available on line for youth in all residential camps and halls. Over 300 youth enrolled to take college classes in 2018.

## Class Act

### Youth Earn Degrees through Education Program

Believing education is the key to building young people's self-confidence and is the foundation for a successful life, Probation and LACOE dedicate themselves to creating scholastic opportunities for youth in its care. Each year thousands of hours of classroom education are offered to Probation youth in camps to further their high school education and earn credits, leading them to receive their diplomas. In collaboration with LACOE, youth are carefully evaluated and placed in appropriate small class settings helping them fulfill their mandated

educational requirements and supporting their pursuit of a higher education.

### Success Is Our Future

In May 2018, the annual "Success Is Our Future" scholarship awards dinner took place, awarding thousands of dollars to probation youth who have been accepted to and will attend various colleges, universities, and vocational programs.

### Operation Graduation

54 graduating youth participated in "Operation Graduation" at the Walt Disney Concert Hall in Downtown Los Angeles in June 2018, celebrating the completion of their high school requirements. Probation's "Paul Higa Memorial Scholarship Fund" awarded \$500 scholarships to 17 students, and \$1,000 scholarships to three students to be used at the school of their choice where they are accepted.





## PAWSITIVE CHANGE

### New Program Teaches Responsibility and Veterinary Care to Girls at Camp Scott

A first-of-its-kind rehabilitation and education program launched at Camp Scott in the fall of 2018 designed to benefit the health and well-being of newborn kittens while providing the young women at the facility an education in veterinary medicine and animal care. The program, called Pawsitive Steps Academy, is a collaboration between the Los Angeles County Probation Department and the Department of Animal Care and Control.



The program pairs kittens too young to be placed in animal shelters with probation youth tasked with the kittens primary care for eight weeks, emphasizing the importance of the human-animal bond and its impact on both emotional and mental well-being. This exceptional educational opportunity provides hands-on learning experiences that allow the girls insight into possible careers in veterinary services or animal care fields.

*“What makes this program so unique is that it was created by our girls, for our girls, with our girls. The girls are taught a variety of attributes such as selflessness, patience, and reliability and the kittens receive personal attention, nurturing and ultimately a loving home. The program is a win-win for all involved.”*

— Sheila Mitchell, L.A. County Probation  
Chief Deputy for Juvenile Services

## Dance for Healing

### Therapeutic Arts Class Builds Confidence and Hope

In 2018 the youth at Los Padrinos Juvenile Hall danced to the rhythmic beats of popular hip-hop artists in a new arts-based program called Dance for Healing. Founded by Renee Curry MS, AMFT and Jamie Carbetta, MFA, the program is designed to encourage trauma recovery through rhythm and therapeutic wellness. The program provides youth with tools to build self-confidence and healthier habit-forming skills to overcome trauma and depression.

The eight-week innovative art therapy program pairs youth with mentors who lead journal sessions encouraging them to write about their emotions and express how dance helped them during the day. Dance for Healing is a collaborative effort between The Center for The Empowerment of families, Inc. and The Pony Box Dance Theatre and is sponsored by The Arts for Incarcerated Youth Network & the L.A. Arts Commission.

*“Dancing gave them a sense of hope and a positive outlet from some of the troubles they experience. We saw them blossom and find confidence in themselves that they didn’t know they had.”*

— Detention Services Officer Ashley Stanton







## From Camp to Careers

### Former Camp Transforms into Groundbreaking Career Training Center

In 2018, the conversion of a decommissioned juvenile camp took another step closer to becoming a groundbreaking residential career and educational training center. Created specifically for young men ages 18-25 who were formerly supervised by Probation, involved in foster care, and/or are homeless, the former Camp Gonzales will become a place of hope offering education and job skills. The live-in center will offer career technical training in the fields of building and construction and culinary arts. Additional services offered will include life skills training and a fully-accredited diploma program for those without a high school degree.


The project took another step toward completion in 2018 when the Board of Supervisors approved contracts with Los Angeles Trade Technical College and New Earth, who along with the Anti-Recidivism Coalition, will be designing and providing programming for the project. Thanks to the generosity of the Annenberg Foundation, the facility will be extensively remodeled to suit the program's needs.

The planning for this first-of-its-kind project has been a collaborative endeavor led by the Probation Department involving many other County Departments. This is another innovative way that Probation is transforming its approach to juvenile reentry. Once the facility opens in 2019, the program will provide young people with the education and job skills they need to be competitive in the job market and build productive, fulfilling lives.

*"I wish that something like this existed when I got out of the camp. I probably would not have gotten locked up again if I had been able to go somewhere that helped me focus, away from the distractions of the neighborhood. It would have been easier."*

— Greg, former youth at Camp who is now enrolled in school and receiving career training



A photograph of a woman with braids and a man in a cap sitting at a table, looking at papers and a pen. The woman is wearing a hoodie with a logo that says "BAKER TO VEG". The man is wearing a cap with "The People's Choice" on it. The image is overlaid with a blue tint.

*Adult Services strengthens community safety through collaborative rehabilitative strategies that successfully facilitate probation clients' reentry into families and communities.*



# ADULT SERVICES

## L.A. County Probation Adult Services

*supervises the nation's largest population of adults reentering communities under court-ordered supervision. With the objective to assist adult clients with a successful completion of their probation supervision, Probation plays a distinct role as a local law enforcement agency focused on rebuilding lives.*

Adult Services consists of four bureaus: **Adult CORE Services Bureau** that oversees fifteen field probation area offices and supervises approximately 30,000 clients in the community; **Pretrial Services Bureau** providing courts with critical information on a defendant's eligibility for pretrial release programs, and supports the responsibilities related to public safety; **Adult Investigative Services Bureau** which consists of Central Adult Investigations, Special Enforcement Operations (SEO), Adult Services Court Officer Team (ASCOT), Proposition 63 and Central Records; and the **Post-Release Community Supervision (AB 109) Bureau** that supervises over 9,906 clients and

*consists of six standalone supervision offices and eight additional co-located offices throughout the county.*

***“Recent criminal justice reforms rely on probation departments to continue to provide traditional probation services while also expanding pretrial services, implementing various diversion programs, and conducting investigations for the court. The nature and pace of change, coupled with the focus on restorative justice, requires continued collaboration between the Los Angeles County Probation Department, the Los Angeles Superior Court and all other justice partners.”***

*— Judge Sam Ohta, Supervising Judge, Criminal Division, Los Angeles Superior Court*







# Probation in the Court System

## Pretrial Services & Bail Reform

**Operated by** *L.A. County since 1963, and under Probation's jurisdiction since 1993, the Pretrial Services (PTS) Bureau provides crucial information to public entities concerned with community safety such as law enforcement, the courts, and Probation on matters of detention, incarceration, and alternative sentencing.*

*PTS utilizes a risk instrument tool to measure pretrial conduct and court appearance reliability to assess a defendant's risk level if released. PTS currently administers nine programs to achieve this goal, focused on diversion from incarceration when possible and on services for those incarcerated that will help ensure their successful reentry into communities. In each of these targeted-population programs, defendant interviews, a criminal history check, and input from arresting agencies help inform PTS' recommendations to judges and courts.*

### BAIL DEVIATION (BD) PROGRAM

During the first 48 hours after being arrested, a defendant or their designee may request release on their own recognizance. BD also accepts requests from law enforcement for a change in bail.

Within the BD program, the Women's Integrated Services Program (WISP) interviews arrested women for suitability for either release on their own recognizance or bail deviation. Incarcerated women may receive services from WISP case managers either due to pregnancy, Early Disposition Program referrals, opioid substance abuse, or via random selection.

### OWN RECOGNIZANCE (OR) PROGRAM

PTS operates the OR Program where staff conducts investigations and assessments for the court to aid in decisions about a person's suitability to be released on their own recognizance following criminal felony charges filed by a Deputy District Attorney within 72 hours.

### ELECTRONIC MONITORING (EM) PROGRAM

The EM Program offers home detention placement (house arrest) for court referrals prior to or after conviction. In conjunction with a third-party vendor, EM provides monitoring and case management services.

### EARLY DISPOSITION PILOT (EDP) PROGRAM

The EDP Program expedites a defendant's criminal case toward early settlement in the judicial process with the goal of avoiding a lengthy criminal process. The District Attorney and Public Defender screen defendants for EDP.

### STATIC 99R PROGRAM

The Static 99R Program conducts a risk assessment of all sex offenders that assists in the prediction of sexual and violent recidivism and compiles and maintains a report of all new sex offenders.

### DNA (PROPOSITION 69) PROGRAM

The DNA Program collects samples from all probationers convicted on felonies and certain qualifying misdemeanors.

### CIVIL NAME CHANGE PETITION PROGRAM

The Civil Name Change Petition Program compiles a complete criminal history on all applicants seeking a civil name change. Applicants who fall under jurisdiction of the Department of Corrections and sex offender registrants must be identified.

### DRUG COURT PROGRAM

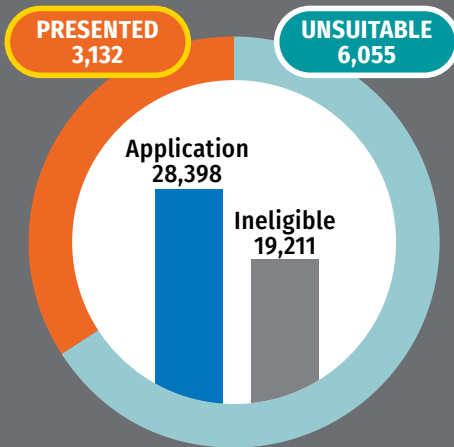
For non-violent defendants arrested for specific felony drug charges, Drug Court places eligible defendants in a comprehensive treatment and rehabilitation program and relies on the court to monitor their successful participation. After six to nine months, successful defendants' cases may be dismissed.

### RECORDS CHECK (PROPOSITION 63)

PTS staff currently assist the Prop 63 program by conducting front-end records and criminal record checks for defendants convicted of certain qualifying felonies and some misdemeanors for firearm restrictions.

# 2018 Pretrial Services

## Bail Deviation

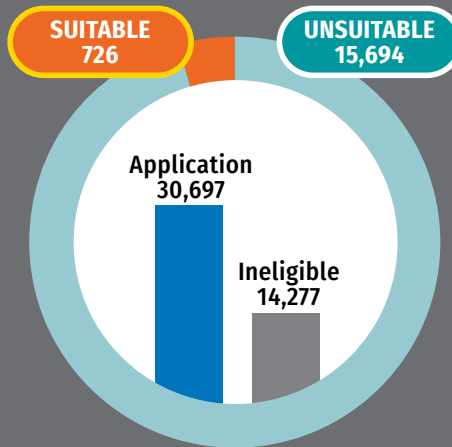


**Released**  
679

**Successful**  
623

**Unsuccessful**  
56

## Own Recognizance

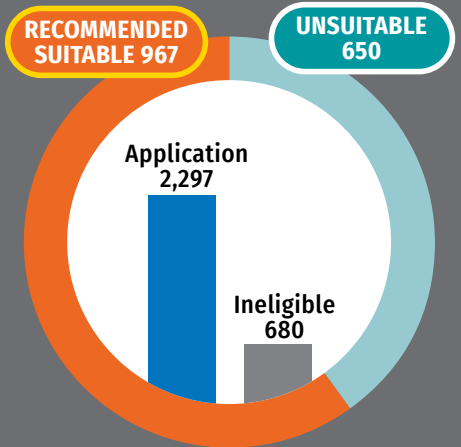


**Released**  
373

**Successful**  
303

**Unsuccessful**  
71

## Electronic Monitoring



**Released**  
768

**Successful**  
686

**Unsuccessful**  
82

## Bail Reform

The L.A. County jail population averages over 17,000 inmates daily of which nearly half of those confined in pretrial detention. Many remain in detention because they simply cannot afford their bail. Following the lead of the L.A. County Board of Supervisors, Probation has been actively planning for bail reform that will address the issue of equity, favoring a more individualized approach to bail and less on a person's ability to pay. Reform will also reduce overcrowding in jails and increase cost savings for taxpayers. The current cost of L.A. County Pretrial Services ranges from \$0 to \$25.80 daily per person as compared to the \$177 per day to house someone in jail.

Bail reform will likely have a profound impact on Probation Departments across California with a dramatic increase in the number of defendants requiring a pretrial risk assessment and pretrial supervision services.

This year Pretrial Services began to explore the creation of a Pretrial Release Supervision Program and a new, validated risk assessment tool including an analysis of the financial and human resources the Department would need for implementation. Probation estimates that it would need to manage over 120,000 cases per year under a new bail reform system.

Bail reform will require additional resources to provide the kind of support and services that can change the course of defendants' lives.

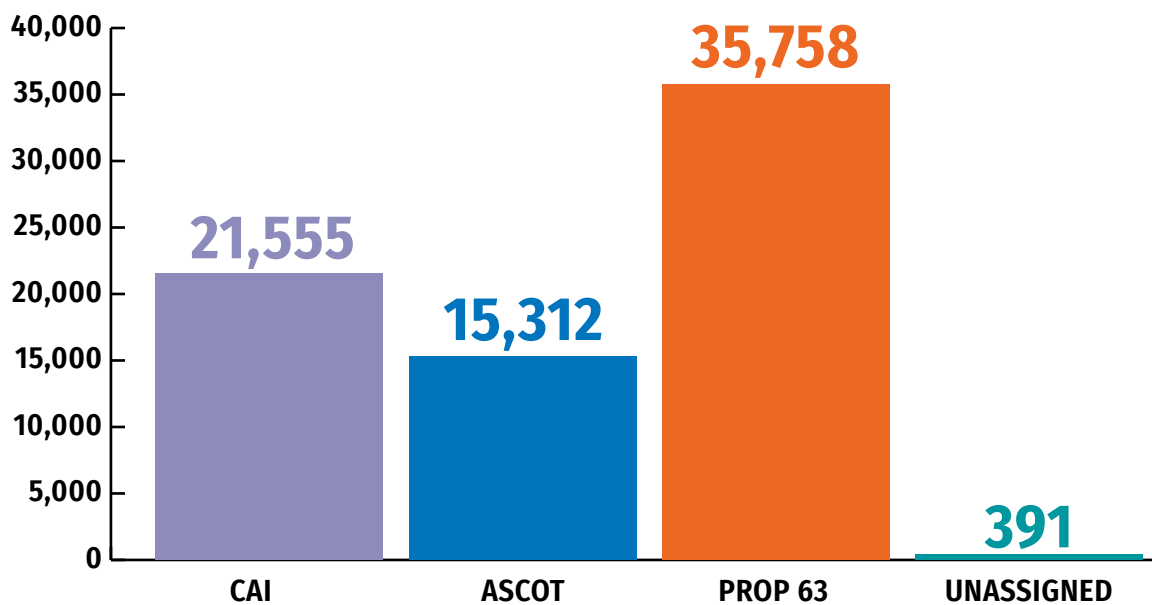
On August 28, 2018, the California Money Bail Reform Act, Senate Bill 10 (SB 10), was approved by Governor Brown. The bill mandated that individuals arrested and detained are subject to a pretrial risk assessment conducted by Pretrial Assessment Services. However, a referendum to overturn SB 10 qualified for the November 2020 election.





# Court Report Totals for 2018

## Adult Investigative Services Bureau Court Reports Completed for 2018



## Adult Investigations

### Guiding Sentencing Decisions

Multiple Probation investigative officers at Central Adult Investigations (CAI) and the Adult Services Court Officer Team (ASCOT) serve a vital function by providing information and recommendations to guide the court's sentencing decisions, including defendants' eligibility and suitability for community-based supervision by the Probation Department.

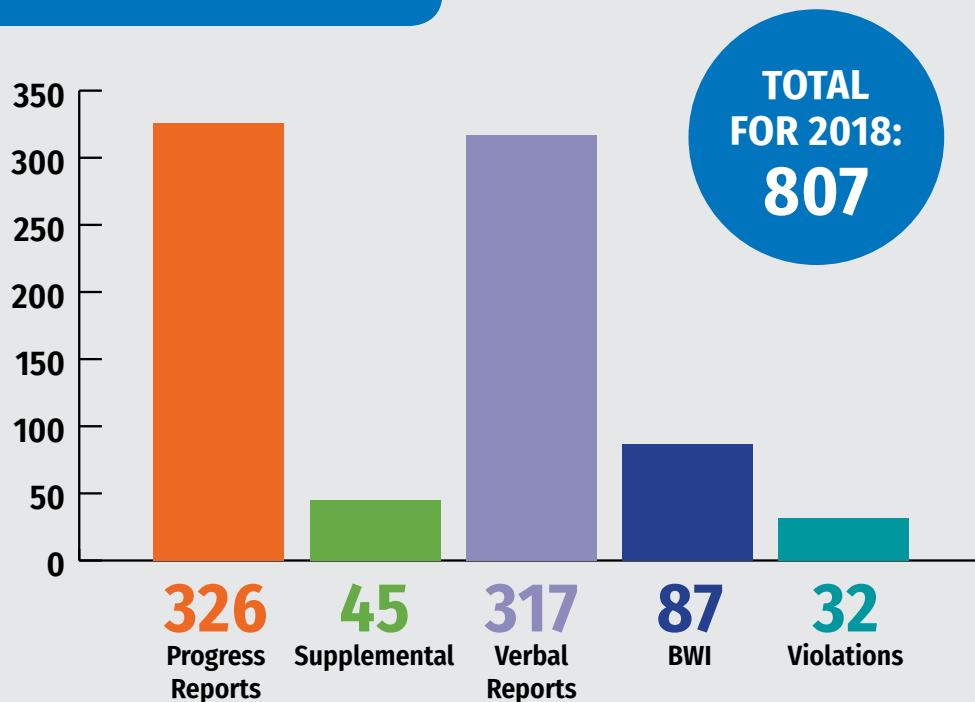
### Central Records

Central Records provides clerical support to the CAI and ASCOT

programs, maintaining the inactive and closed probation files of both juvenile and adult probationers, processing digital imaging files, file management, as well as overseeing the justice inmate video conferencing system of Probation.

*Probation's Central Records processed 61,778 adult investigation court report referrals in 2018 and closed 33,300 adult files for those who no longer have an active probation case.*

## Community Collaborative Courts: Court Report Type



### Helping Probation's Most Vulnerable Clients

At-risk offenders often require an alternative approach to incarceration, one that pays off in life-changing results for individuals who have stayed in the system for years. The Probation Department's Community Collaborative Courts (CCCs) offer these environments in the Long Beach, Compton, Clara Shortridge Foltz Criminal Justice Center, Van Nuys, and Antelope Valley Courthouses. By design, CCCs provide multi-disciplinary services and resources to veterans, the chronically homeless, the mentally ill, substance abusers, transitional-aged youth, and victims of human trafficking. The Probation Department serves with the collaborative team across several agencies and service providers.

Most importantly, CCC Deputy Probation Officers (DPOs) assess each client's case, collaborating and maintaining a strong rapport with involved community-based organizations,

inpatient residential treatment programs, job training agencies, and other providers. CCC DPOs monitor each probationer's progress in various programs and report to the court. Statistical totals for 2018 are listed above.

### Eric's CCC Success Story

Sometimes in life, it is possible to get a "do-over." Eric, now age 51, is living proof of that. The former drug dealer and addict hasn't only turned his own life around; he's a role model for the Department and its Community Collaborative Courts (CCC) program. Eric's crimes and addiction took a big toll on his early life, causing him to miss the birth of his first child and ending his first marriage. The day Eric began CCC programs, his whole trajectory changed. He used his year on formal probation to get clean from drugs through Shields for Families. At home again, Eric used the CCC program's freedom to marry his longtime girlfriend, see his second child born, get his first full-time job, and earn early release from probation.

## Keeping Guns Off the Streets - Proposition 63

Designed to keep guns and ammunition out of the hands of violent and mentally ill offenders by strengthening background checks, Proposition 63, also known as “The Safety For All Act” initiative, took effect in 2018. The Probation Department now conducts investigations, reporting, and follow-through measures to inform the court if a defendant owns or has surrendered firearms to law enforcement, sold firearms to a licensed dealer, or transferred firearms to a dealer.

These Proposition 63 efforts offer a powerful example of the Department’s level of commitment to public safety. Data from the Proposition 63 program showed that over 36,000 referrals were made in 2018, with an average of 144 processed daily. Of those, there were 1,025 firearms identified, representing two percent of the total volume. About one-third of all gun finds resulted in the discovery of an active protective order or mental health status, conditions that prohibit the possession of firearms in the name of community safety.

## “OPERATION SAFE HALLOWEEN” Makes Halloween Less Scary

To protect neighborhoods and ensure local communities have a safe Halloween, the L. A. County Probation Department conducted Operation Safe Halloween, an effort that resulted in arrests and seizure of drugs, guns and ammunition.

In fall 2018, the Special Enforcement Operations Unit conducted compliance sweeps of over 400 registered sex offenders throughout the County. A multi-agency effort, the deputies searched residences for weapons, drugs, or child pornography, all of which violate their terms of probation.

*“While our probation officers conduct compliance checks routinely, Operation Safe Halloween is critically important to the protection of one of our most valuable assets, our children.”*

— Reaver Bingham, L.A. County Probation  
Chief Deputy for Adult Services





## Confiscated Items 2018 Special Enforcement Operations (CLEAR, DISARM, AB 109 Armed, and Task Forces)

<b>119</b> Rifles/Shotguns	<b>449</b> Handguns	<b>63</b> BB Guns	<b>10,433</b> Rounds of Ammunition
<b>477</b> Kilos of Cocaine	<b>33,273</b> Grams of Heroin	<b>1,182</b> Pounds of Marijuana	<b>1,756</b> Pounds of Methamphetamine
<b>\$5,190,660</b> Cash			

### Keeping Communities Safe

#### Special Enforcement Operations Promote Public Safety

A unique group of men and women work in Probation's Special Enforcement Operations (SEO) to promote safety in communities across L.A. County. Highly trained DPOs and K9 Units protect public safety by focusing on ensuring that narcotic dealers, gang members and probationers who possessed weapons are abiding by the terms of their probation.

SEO also works with other local law enforcement agencies, the Department of Children and Family Services, the District Attorney's Office, and members of the Commercial Sexual Exploitation of Children Task Force to protect victims of human trafficking and to detain those who would exploit children.

Due to these efforts, SEO has improved public safety and reduced the amount of weapons and narcotics on the street in L.A. County.

### Removing Guns from the Streets

#### Arms Recovery/Reduction Management (DISARM)

The DISARM unit of Probation ensures community safety by targeting areas of high gang crime and focusing on high-risk probationers who have been prohibited from possessing firearms. This unit also enforces conditions levied by the court that prohibits probationers from leaving a specific geographic area.

#### Passive Alert Canine (K9) Detection Program

Police departments have used dogs to facilitate the search for illicit drugs and firearms for decades. In November 2017, L.A. County implemented the Probation Department's first K9 unit consisting of traditional narcotics detection K9s, and established California's first probation K9 unit dedicated to the passive detection of firearms.



These four-legged professional partners have made a tangible impact when it comes to searching probationers' residences, businesses and vehicles, especially in situations where probation officers alone could easily miss finding contraband in overly cluttered and densely packed spaces.

Trained K9s have proven their ability to work fast and effectively over and over, ensuring that offenders follow the conditions of their probation. The numbers show that K9s aid significantly in keeping communities safe by detecting controlled substances and firearms. Probation's K9s also support continual efforts to detect contraband in the Department's juvenile institutions.



### Confiscated Items 2018 Special Enforcement Operations K9 Unit

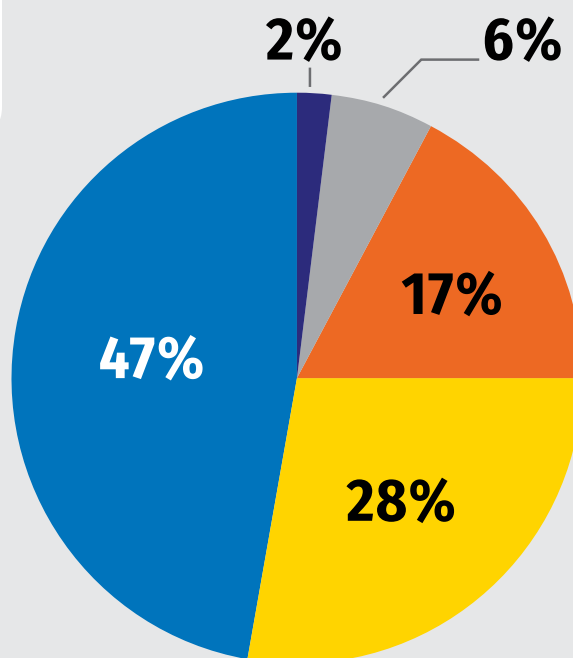
<b>39</b> Rifles/Shotguns	<b>19</b> Handguns	<b>0</b> BB Guns	<b>11,414</b> Rounds of Ammunition
<b>&lt;1</b> Kilos of Cocaine	<b>11</b> Grams of Heroin	<b>287</b> Pounds of Marijuana	<b>&lt;1</b> Pounds of Methamphetamine
<b>\$2,144</b> Cash			

## 2018 Average Daily Adult Population Served by Ethnicity: 30,344

(Not Including AB 109 Clients)



Native American & Pacific Islander  
Less Than 1%

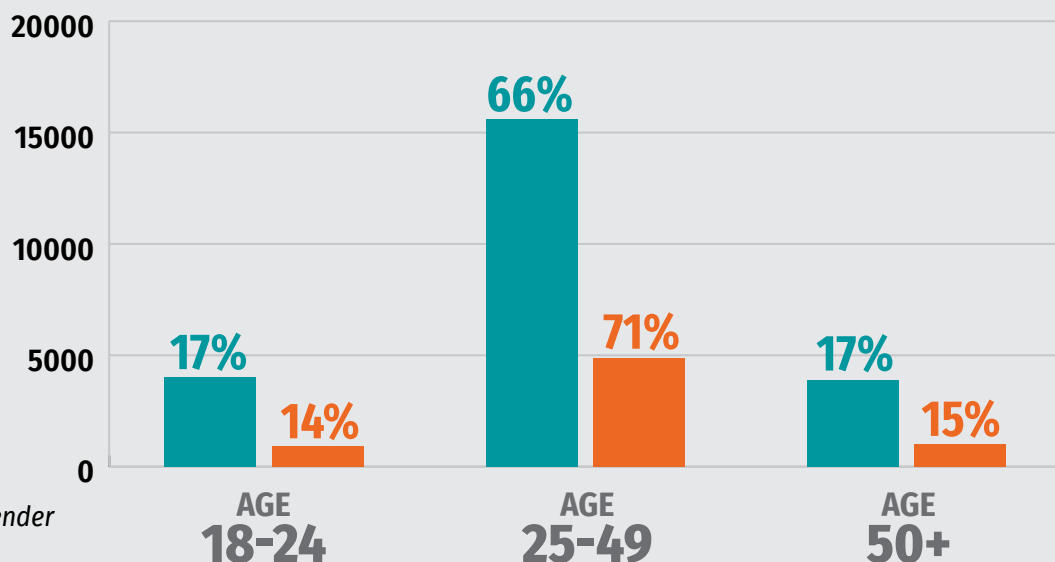


## 2018 Average Daily Adult Population Served by Age & Gender: 30,344

(Not Including AB 109 Clients)



Less Than 1% Identify as Transgender





# Reinventing Rehabilitation - Adult CORE Services Bureau

## CORE Program focuses on healing and changing lives

*In 2018, the Probation Department began to focus on reimagining the rehabilitation experience for its adult clients. The Department created a new philosophical framework for supervision that delves into a probationer's past trauma and focuses on the kind of healing and support that can change lives, the best path to reducing recidivism.*

**Coordinated Optimal Rehabilitative Efforts** (CORE), and the work done in 2018 to create its foundational structure, has prepared CORE to launch in 2019. Part of the groundwork required the Probation Department to identify gaps in service and infrastructure that will secure CORE's sustainability for years to come. In CORE, DPOs work closely with clients, identifying their individual risks, criminogenic needs and responsivity factors. They follow CORE Correctional Practices, which include addressing pro-criminal attitudes, values and beliefs; responding to non-compliance; offering appropriate rewards; and referring clients to community-based programs and services based on their needs.

## Two Teams Moved CORE Forward in 2018

To develop the CORE program, Probation formed two teams that have been instrumental in advancing the program. The Staff Support and Development (SSD) Team will provide ongoing training, support and coaching to CORE DPOs, as well as to ensure that the program's implementation follows the various curricula.

The SSD Team has become subject matter experts in all phases of the CORE program and model the practices and procedures used by DPOs in their interactions with probationers. SSD Team members observe peer interactions monthly, meeting DPOs at their current level of expertise and working closely with them to boost their skills from their current levels, supporting

their strengths, and suggesting alternate ways of conducting the session.

This collaboration has been a rewarding experience for both the DPOs and the SSD Team. DPO Anthony Washington states, "Having an analyst provides me with a sounding board to ask questions and to get another point of view toward my effectiveness with my clients."

*"I enjoy working with CORE DPOs and helping to foster their development. It is rewarding to see the DPOs progress in our monthly coaching sessions. We are not only positively impacting the client's life, but also creating safer communities by reducing recidivism."*

— SSD Team Member/Program Analyst  
Aneisa Bolton

The second team, the Resource Utilization Unit (RUU), was created to bridge the gap of service delivery in the community. RUU facilitates and monitors the flow of referrals, and acts as the point of contact for DPOs as they send referrals to community, faith-based, and County service partners. The RUU ensures that all clients' needs are met and that they have the safety net of services they need for success.



## Probation Partners with Office of Diversion and Reentry

*Throughout 2018, Probation worked closely with the Office of Diversion and Reentry (ODR) to develop referral processes for services focused on providing comprehensive mental health, substance use, housing, intensive case management, and cognitive behavioral intervention services for adult felony probationers. This partnership facilitates the clinical and community-based services that can reduce substance use, stabilize mental functioning, and reduce criminal and unlawful behavior.*

*Probation arranges for assessments with qualified clinicians that provide probationers with a comprehensive menu of services specifically tailored to their needs including mental health and/or substance abuse treatment. The Department then links clients to community-based providers who will carry out their rehabilitative treatment plan.*

*Developing a permanent supportive housing program for clients who are homeless, mentally ill, and/or suffer from substance abuse was another major effort in 2018. The*

*program provides resources to pretrial defendants and reentry clients who have adult felonies. The ODR pretrial program attempts to resolve criminal felony cases early, diverting defendants granted probation into ODR Housing and collaborating with programs run by the Department of Health Services in order to provide services to their clients in custody.*

### **Probation operates the following programs in collaboration with ODR:**

#### **Women's Integrated Services Program (WISP)**

Started by Chief McDonald, this multi-agency partnership coordinates and connects adult female clients with programs and services prior to community release. To date, WISP has serviced over 796 probationers and non-probationers in custody.

#### **Innovative Employment Solutions (INVEST)**

This multi-agency partnership addresses the need of employment services in the transition from incarceration to careers that can provide productive employment and income for establishing a stable lifestyle.

#### **Breaking Barriers**

Breaking Barriers is a community-based, rapid rehousing program that guides clients to gradually assume rent payment based on their income and Probation program participation.





### ODR Housing

This program offers permanent, supportive housing to individuals experiencing homelessness, mental health, and/or substance abuse disorders who are incarcerated in the L.A. County Jail. To date, over 650 clients have been released into the program.

### Court to College

The Department's collaboration with the Norwalk Superior Court and Cerritos College allows approved clients to attend college or obtain their high school diploma as a condition of their probation.

### County Support Specialist Team

This collaboration among County departments assists homeless offenders in accessing ODR programs by providing housing, treatment, and health care as needed.

## Breaking Barriers to Adult Education

For many adult probationers, attending college seems out of reach. In 2018, the Probation Department's Education

Services Unit helped to demystify the college enrollment process, explain tuition assistance options, and present educational opportunities available.

In 2018, adult clients had the opportunity to tour East Los Angeles College which included an introduction to the on line enrollment process and one-on-one assistance with completing the schools' application. The clients also participated in group discussions with both previous and current students who had been justice-involved and whose life experiences mirrored their own. These sessions have proven to be both meaningful and influential, giving clients hope and inspiration to succeed.

***"This collaboration gives our clients both the courage and resources required to embark on a new path to achieve a postsecondary education."***

***— Senior Director of Education Services  
Jesus Corral***

## Court to College Success Story

Three years ago, a young couple's drug habit took a turn toward dealing. The two young people's futures looked uncertain until Probation's Court to College (C2C) program offered them an opportunity. In college, they found their relationship could motivate their academic success, competing to see who can maintain the highest grade point average. They seized the opportunity to enroll in college and in 2019, they will work on campus thanks to C2C job placement. Having completed the terms of their probation in December 2018, these two standouts have become mentors and presenters to other C2C clients.





## Resources for Reentry

### Two New Centers Will Offer One-Stop-Shop for Reentry Services

In collaboration with other County departments and community-based organizations, Probation will soon open two new community resource centers (CRCs) that will provide a one-stop-shop of resources for adult felony probationers, their families, and community members. The CRCs will offer a wide range of community-based, rehabilitative services with the goal of reducing recidivism and supporting the client's successful completion of probation supervision.

Both locations will feature system navigation services and co-locate traditional probation services including mental health interventions, employment services, arts programing, and substance abuse services.

The three-story Probation Reentry Opportunities Center (ROC) on Vermont Avenue in Los Angeles will serve Probation clients and the community. The ROC will also bring several unique opportunities due to its proximity to the University of Southern California School of Social Work services and other area resources. It is scheduled to open in the summer of 2019.

A second CRC location will also be part of the \$322 million renovation to transform the old Martin Luther King Jr./Drew Medical Center into a new Behavioral Health Center. As the campus evolves into an innovative hub providing comprehensive, wraparound services for a multitude of health needs, Probation will be one of the services offered in the new complex. The co-location of these services on the medical campus will make it easy for clients to access the diverse array of services necessary for holistic health, facilitating the integration and continuum of care that promotes both physical and mental well-being.



*Martin Luther King, Jr. Behavioral Health Center*

***The Probation Department has a history of successful collaborations designed to provide reentry services to adult probationers.***

### Special Outreach Services

***Women's Integrated Services Program:*** Provides in-custody case management services and reentry planning for female inmates in county jail in collaboration with L.A. County Sheriff's Department, Department of Health Services, and the Office of Diversion and Reentry.

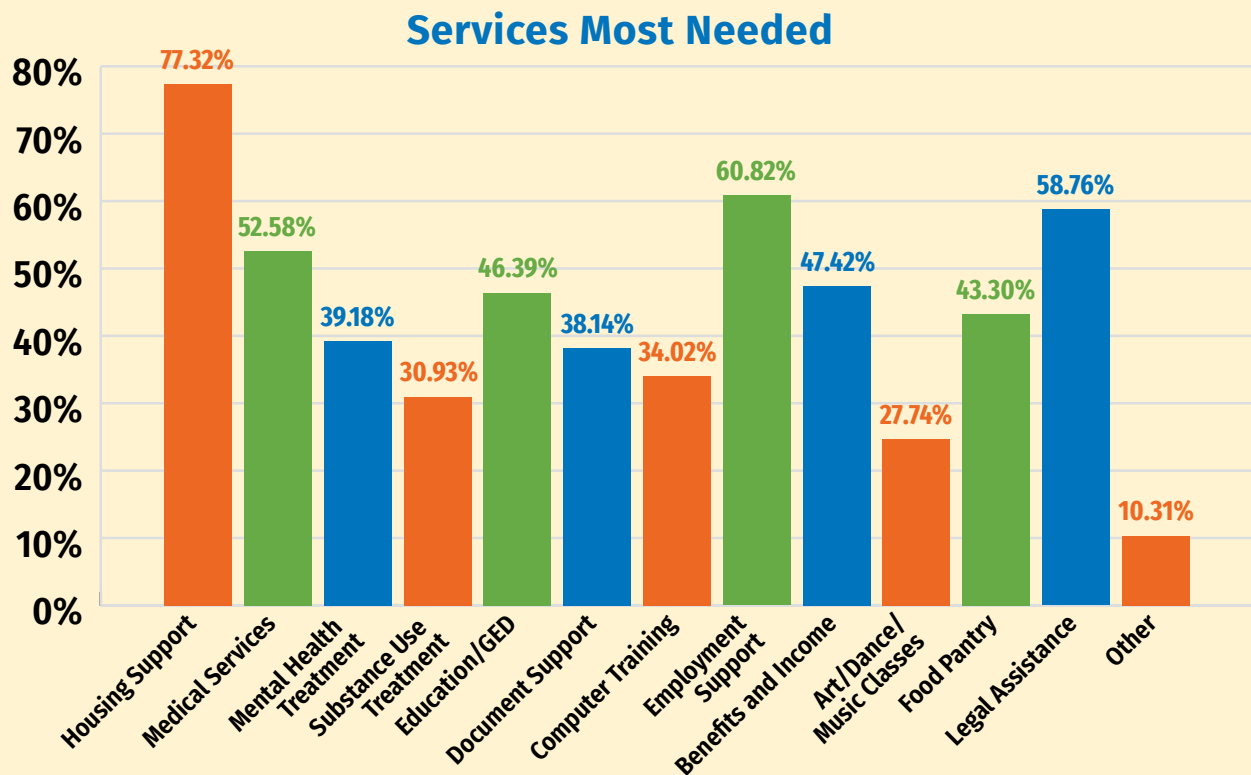
***Local State Prison Outreach:*** Probation meets regularly with inmates at the California Institution for Men to provide specific information on release and post-release community supervision and the expectations for probation supervision under AB 109.

## SERVICES PLANNED FOR COMMUNITY RESOURCE CENTERS INCLUDE:

- Mental Health
- Substance Use Treatment
- Housing Assistance
- Job Training and Employment Services
- Legal Services
- Education
- Parenting and Family Education
- Health Education
- Community Support Groups
- Computer Skills

## Survey Results Demonstrated the Services Most Needed by Probationers

As part of a five-year effort to enhance reentry services and success strategies, Probation collaborated with the Office of Diversion and Reentry to develop an innovative community resource center plan. The wide-reaching outreach effort included focus groups, a planning committee, public meetings, and relationship-building with a variety of community-based organizations.



### WHAT PROBATIONERS SAY ABOUT USING A COMMUNITY RESOURCE CENTER:

"I want **help with everything**, to do the right things, and get off probation."

"I want to be **a better person**."

"If they had a way for me to **get a really good paying job**...without judging me because of my background."

# Public Safety Realignment (AB 109)



## Services for Parolees from State Corrections Facilities

*Since 2011, Los Angeles County has supervised specific inmates (non-serious, non-violent, and non-high risk sex offenders) from County Jail and individuals from the California Department of Corrections and Rehabilitation (CDCR) under the Public Safety Realignment Act. The Post-Release Services Bureau (AB 109) develops and provides innovative probation practices to assist supervised persons in providing a successful transition from custody to the community. As of November 30, 2018, the AB 109 program had 9,906 active cases.*

*This year the Department began implementing system enhancements known to reduce recidivism that include:*

**Cognitive Behavioral Intervention (CBI)** – Experts understand that certain criminogenic factors contribute to criminal offenses. For example, an individual could have issues with honesty, integrity, or simply how to say “no.” In an effort to truly impact a client’s success, the Department has implemented individualized interventions specific to each criminogenic need on a case-by-case basis. Staff engage cooperatively with clients in teaching and practicing skills to disrupt problematic thinking patterns that can contribute to criminal behaviors.

**AB 109 Incentive Program** – Research shows that people respond better and maintain learned behaviors longer when approached with incentives rather than sanctions. In February 2018, the Department implemented low-level incentives such as complimenting clients for being on time for appointments and certificates for specific achievements. High-level incentives include small gift cards for completion of treatment programs and the reduction of reporting requirements.

**AB 109 Auxiliary Fund Program** – Too often, the essential details of life outside of prison hinder a probationer’s successful reentry by distracting them from focusing on behavioral change. In February 2018, this pilot program made it possible for supervised AB 109 clients to get financial assistance with needs like security deposits and medical co-payments, or personal care items such as undergarments and hygiene products.

**Gender-Specific Programming** – Women reentering the community from state prison or county jail have likely faced the trauma of criminal acts, prison violence, and family separation. Gender-specific approaches are based on the theory that recognizes the unique pathways that women take leading them into the criminal justice system. These approaches address social (e.g., poverty, race, class, and gender inequality) and cultural issues. Interventions are strength-based and address issues related to the interaction of abuse, violence, relationships, ethnicity, and culture to understand and treat substance abuse and co-occurring disorders.

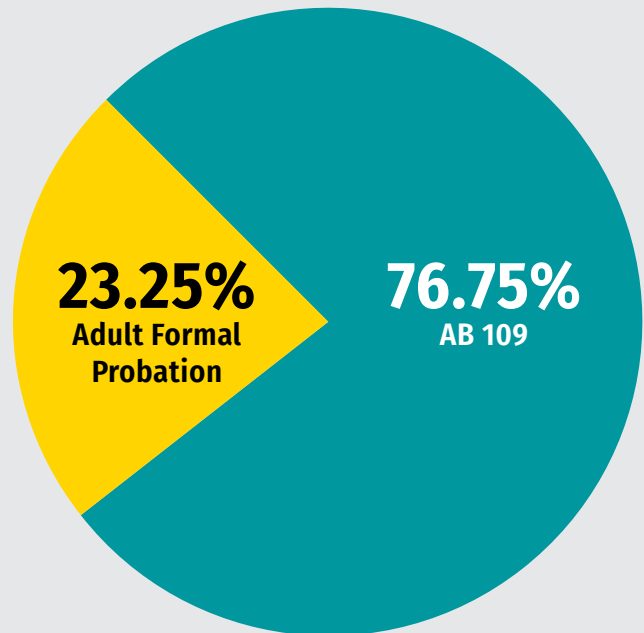
Probation staff facilitates group sessions using an evidence-based trauma-informed curriculum to aid in their transition back to the community. In 2019, a similar program for men who have experienced trauma will be explored.

**9,974 clients received housing, transportation, job skills training and employment in 2018 at a cost of \$9.7 million from HR 360, a community-based organization awarded a \$12 million contract to help AB 109 clients transition successfully back into the community.**



## 2018 Total Population on GPS Program: 2,616

Probation uses GPS to monitor high risk clients' activities and behavior to ensure standards of parole are met and to prevent behavior that could lead to a violation. In 2018, over 76 percent of clients on GPS monitoring were AB 109 clients.



**Mobile Resource Center (MRC)** – 2018 marked the continued growth and success of Probation's Mobile Resource Center, a decommissioned transit vehicle that brings a myriad of services to homeless clients. Parked next to LAPD Central Station on Skid Row, the MRC provides access to medical, mental health, veterans, and system navigation services as well as distributing personal necessities and hospitality. The MRC makes it easier for these clients to comply with their conditions of probation, reducing the number of warrants and providing homeless clients access to community resources to improve their lives.

**Global Positioning System (GPS) Program** – Well beyond the traditional ankle bracelet, GPS technology serves as a tool to aid probationers in modifying their behavior in real time to achieve success. Officers can use GPS to monitor a client's activities and behavior, making timely interventions when they see a behavior pattern that could lead to a violation. In 2019, the Department will increase GPS use for special circumstances such as those clients under investigation, high-risk clients with specific conditions, and potentially as a sanction for probation violations.





*Job Fair for Justice Involved Individuals in June 2018*

### **Video Conference Pilot for Post-Release Community Supervision (PRCS) Inmates**

– On March 14, 2018, the Probation Department began a Pre-Release Video Conferencing (PRVC) pilot program with the California Department of Corrections and Rehabilitation (CDCR) to use Skype as a means to communicate with PRCS inmates in prison. PRVC will afford Probation the opportunity to bridge any gaps between the transition from prison to the community.

The PRVC Interview is structured to allow Probation staff to gather additional information to facilitate a stable and successful reentry into the community upon their release from prison. The primary targets for this program are inmates who are medically fragile, suffer from mental illness, those who are deemed by CDCR as Enhanced Outpatient Program participants, those who will be homeless upon release, and selected higher need individuals referred by CDCR staff. During the 20-25 minute interview, Probation staff provide a general overview of the PRCS Program in Los Angeles County, including conditions of probation, services available to PRCS clients, and answer any questions the inmate may have.

**Community Outreach** – The Bureau is highly involved in probation reform and strategic planning which includes countywide stakeholders. The outreach activities include collaborations with Chaffey College with the Providing Individuals New Thinking Opportunities (PINTO) Program, the Healing Hearts Program which restores hope for those affected by homicide, and job development services at Hacienda La Puente Adult School. The Bureau is also an active participant in the Back-to-School Giveaway and Kids Shoe and Clothes Drive in the Antelope Valley.







## Probation Joins Forces to Reduce Crime and Violence

The Violence Reduction Network (VRN) pilot program started in 2015 when the Department of Justice selected Compton as one of ten U.S. cities that would work closely with the federal government to reduce chronic violence in their communities. It offered technical resources, training, and the ability for the Department of Justice and local County agencies to work together to address 12 key focus areas, including gang violence and prevention, human trafficking, mental illness, homelessness, at-risk youth, and trust-building in the community.

*The results of the Violence Reduction Network speak for its success. Since its implementation, the City of Compton has seen double-digit declines in gang-related shootings and homicides, an overall decrease in chronic violence, over 4,000 arrests/indictments, 636 illegal firearms taken off the streets, 80 pounds of explosives seized, plus 647 pounds of illegal narcotics and 18 pounds of Fentanyl confiscated.*


Although the pilot program ended in summer 2018, its success has led leaders to consider continuing the program into 2019.

***“The Probation Department was grateful to be part of this multi-agency effort and we were able to make a significant difference in the community by sharing resources and working closely together.”***

**— Los Angeles County Probation Department  
Director Frank Adams**







*Our employees are our most valuable asset and our goal is to make sure that they are safe and that their physical, emotional, financial and career needs are supported so they can focus on the important work they do in the facilities and community.*



# BEHIND THE BADGE

**As the largest probation services agency** in the United States, the Los Angeles County Probation Department requires extensive internal day-to-day services to keep it running smoothly. From landscaping, maintenance, and mail distribution to computer systems, financial resources, and employee wellness, the men and women who work behind the scenes make up the Department's Administrative Services Bureau (ASB). ASB is comprised of the Professional Accountability Bureau, Information Systems Bureau, Budget and Fiscal Services Unit, the Human Resources Division, Management Services, and the Contracts and Grants Management unit. ASB prepares and monitors the Department's budgets, provides examinations and facilitates recruitments and hiring of staff, operates the Return-to-Work Program's administration, provides payroll services, conducts employee relations, and civil service advocacy. Additionally, ASB manages facility services and provides ancillary services throughout the Department.





## Information Technology (IT)

**The Probation Department's** *Information Systems Bureau (ISB) provides desktop, application, and data services to support the Department's management and staff. Under the leadership of Chief Probation Officer Terri McDonald, Probation is focused on using evidenced-based practices, making data-driven decisions, and implementing reforms for improved public safety and rehabilitation outcomes. ISB plays a vital role in executing the Department's strategy by aligning business needs; streamlining workflow and resource support; focusing on data management to enable the Department to make informed decisions; collaborating with other County Departments and stakeholders, as well as entities of oversight; and providing overarching visibility of IT investments.*

*ISB accomplished several major advancements and made notable progress on several important projects during 2018:*

### **Court Document Preparation and Record-Keeping**

– Probation released the second major version of its Probation Enterprise Document Management System (PEDMS). Key improvements make it easier for Deputy Probation Officers to enter data; simplify and expedite court report preparation; allow linking of juvenile and adult cases; enable electronic sending of dictated reports; and simplify the PEDMS login process without sacrificing its security.

**IT Governance** – The Probation Department formed a Probation Information Technology Executive Committee (PITEC) team to govern IT processes, prioritize projects, allocate resources, plan projects, ensure ongoing support, and align projects with strategies that improve client and community outcomes.

**Project Management Office (PMO)** – This new office implements industry-proven project and program management tools and processes and provides project managers to drive project success. The PMO is focused on timeliness, cost effectiveness, and, most importantly, achievement of each project's intended business benefits.

**Victim Restitution** – Working with the Department's Finance Team, ISB built new capability in the Adult Probation System interface to facilitate victim restitution on mandatory supervision cases. Users may now enter cases and place them on hold until the probationer leaves custody. Additionally, the enhancement enables linkage of Probation accounts with the Los Angeles Sheriff Department's accounts to report current restitution balances.

**Laptop Security Management** – ISB completed the cloud-based technology infrastructure to track and service all laptops and other mobile equipment. Staff can now enjoy more automated delivery of virus protection updates, software and operating system patches, and access rights for data and equipment protection.

**Closed-Circuit TV Systems to Promote Safety and Accountability in Halls and Camps** – In collaboration with the Detention Services Bureau, ISB completed the design and estimate for closed-circuit television security at Central Juvenile Hall. Installation will begin upon capital project approval.

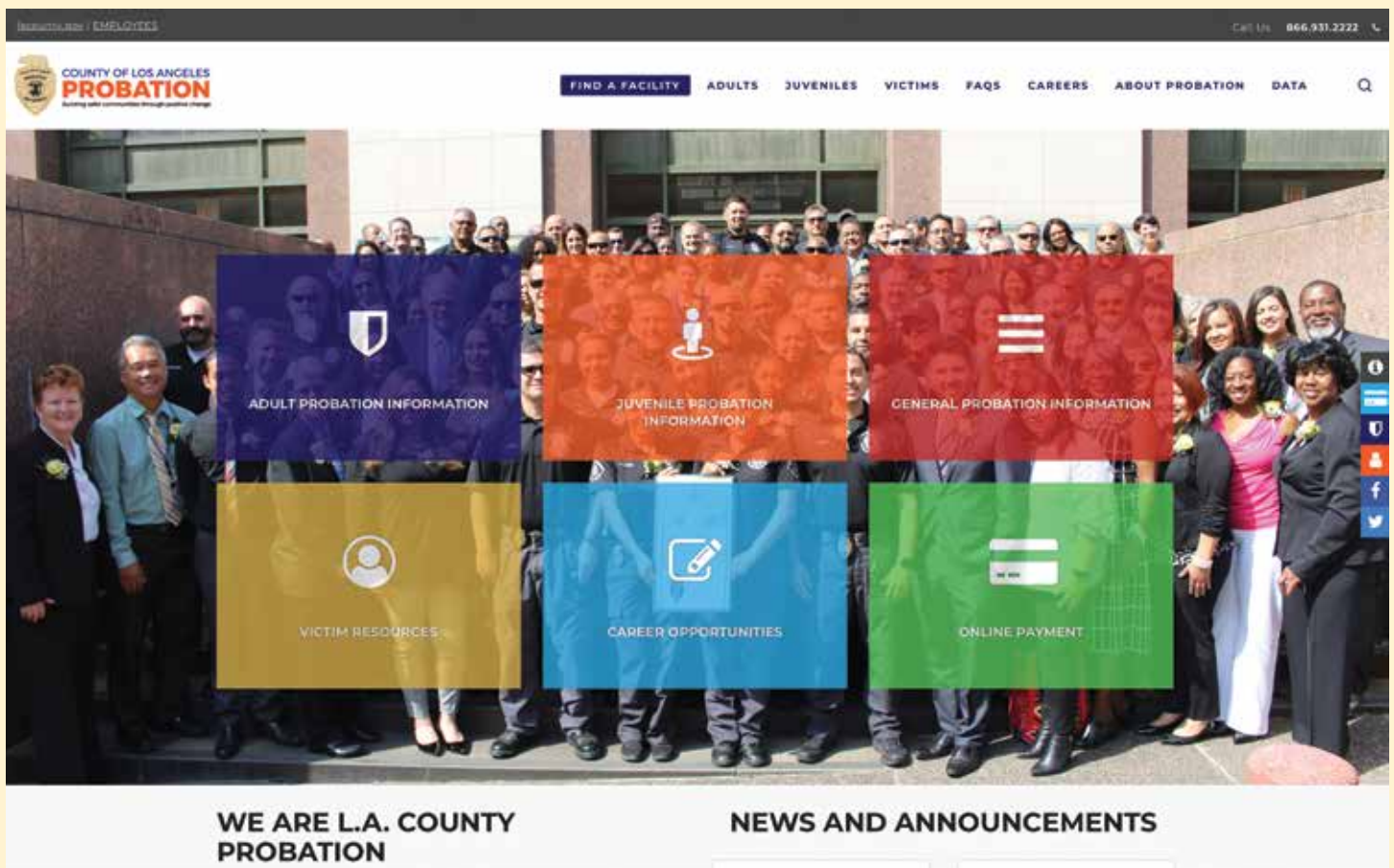
**Grievance Management Project** – In collaboration with the Los Angeles County Office of Education, ISB has developed and implemented a prototype that gives youth in halls and camps the ability to submit grievances via their computers while in school. The project plans to go live in early 2019.

**Probation Facilities Management System** – Probation needed a better way to track facility work order requests, budgets, and project outcomes. A new system developed in fall 2018 ensured timely completion of work orders and preventive maintenance.



## New Public Website Launches

The Los Angeles County Probation Department rolled out a new public-facing website in 2018 to better serve clients and the community. The organization of the redesigned site takes into account those who are most likely to need information from Probation (adults on probation, youth and their families, victims, individuals paying restitution, job seekers, and the media) and provides the answers to many of their frequently asked questions. Information on the new site has been updated for accuracy and can be found under the top menu bars. Other features include a redesigned news section, videos about the Department and its staff, the Department's Twitter Feed embedded into the site, and updated photos reflecting the Department's new facilities and programs.



# Finance

**The Finance team** manages Probation's budget preparation, monitoring, payables, revenue claiming, and collections operations. Budget Services prepares the Department's annual proposed budget, and shepherds that proposal through a collaborative due diligence process with the County's Chief Executive Office (CEO). The proposal includes current funding (slightly over \$1 billion annually) and proposed new expenditures or modifications to the Department's funding allocation based on emerging needs and grounded in best practices. The CEO consolidates Probation's proposal into a Countywide proposal for Board review, modification, and approval.

The Board of Supervisors' approval of the budget provides "appropriation authority" which authorizes Probation to utilize the funds. The budget is the Department's "road map" for spending aligned with Board goals and

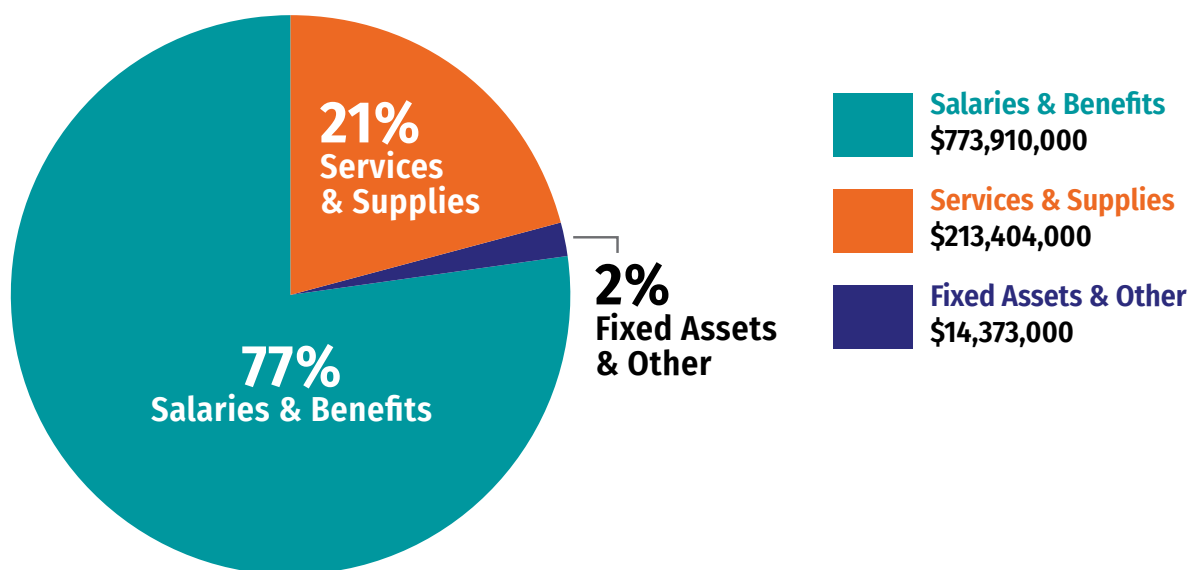
objectives. Probation's budget team monitors revenue sources and expenditures throughout the year to ensure performance remains consistent with the approved budget plan.

The Department's budget for fiscal year 2018-19 is just over \$1 billion, with 77 percent utilized for salary and salary-related expenditures of its dedicated workforce. The remaining 23 percent supports items including services from other County departments, utilities, supplies, equipment, and facility repairs and renovations.

Just over one-third of the budget is funded through grant programs, typically from the State and Federal Government. The remainder is locally sourced from the economic engine that is Los Angeles County, primarily in the form of property and sales taxes.

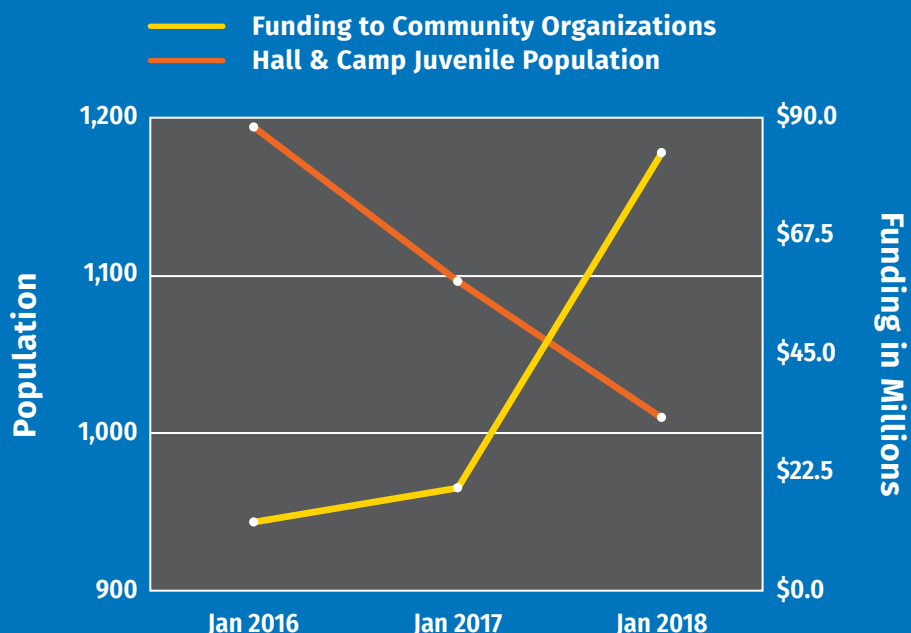
## Probation Department Total Appropriations: \$1,001,687,000

Source: FY 2018-2019 Final Adopted Budget



# Probation's Commitment to Community-Based Organizations and Declining Juvenile Population

In the past several years the Department has shifted resources toward community-based organizations so that they can create and deliver services for youth in camps and halls and diversion programs to keep youth out of the juvenile justice system altogether. This chart compares the decrease in the detained youth population and the increase in services provided through these community-based organizations.



## Discontinuation of Juvenile Detention Fines and Fees

Recognizing that the financial hardship of paying fees associated with probation supervision can negatively impact the recovery of clients and families, coupled with the diminished return in administrative costs in collecting those fees, probation departments across the country have begun studying or eliminating the collection of fees associated with probation supervision.

On January 1, 2018, California Senate Bill 190 ended the assessment of juvenile detention fees statewide. In 2009, L.A. County stopped actively collecting fees from parents and guardians for the detention of their children. On October 9, 2018, the L.A. County Board of Supervisors further moved to discontinue any collection of outstanding juvenile detention fees assessed prior to 2009, and to release any existing debts.

## Title IV-E Funding

The Title IV-E Waiver has dramatically improved the innovation and effectiveness of Probation's juvenile programs since 2007, providing a source of flexible federal funding for serving children who are at risk or experiencing out-of-home care. Title IV-E Waiver funds have delivered big decreases across the board—the kind of decreases the Department takes pride in—cutting the time youth spend out of their own homes almost in half, placing fewer juveniles in residential or foster care at all, and contributing toward the 70 percent reduction of the number of youth in Probation's juvenile halls and camps.

However, this vital funding that has produced so much progress may end on October 1, 2019. The threat relates to the new Federal Family First Prevention Services Act that will narrow the definitions of prevention services and eligibility. L.A. County began lobbying efforts in 2018 toward delaying the new guidelines for two years to allow a transition period for Probation's programs, services and clients. Without such a transition, only 15 to 20 percent of the youth currently served under this waiver would be eligible for these funds.



## Awards, Honors, Accolades

**Various organizations honored** L.A. County Probation and the Department's employees in 2018 for their work, programs, and dedication. Here are a few of the highlights from 2018:

### L.A County Productivity and Quality Awards Program

Under the theme, "Innovating for Impact," Probation took home several awards at the 32nd Annual Los Angeles County Productivity and Quality Awards. The awards honor County Departments that demonstrated innovative productivity and quality improvement efforts.

Out of 66 submissions from more than 20 Departments, Probation received four awards:

#### Gold Eagle Award

In partnership with the Department of Parks and Recreation, Probation contributed resources and staff to make the Parks After Dark program successful. The summer program provides youth with a safe, fun, and entertaining venue in 33 L.A. County community parks. These festival-like events include food, games, live concerts, and free or low-cost services offered by community-based organizations.



#### Top Ten Award

Campus Kilpatrick's L.A. Model was chosen for its innovative program that aspires to revolutionize juvenile rehabilitative treatment. The award-winning model features a more holistic, personal, and less punitive approach to addressing the needs of youth on probation.



#### County Image Enhancement Award

In addition to winning the Top Ten Award and the coveted Golden Eagle Award, Parks After Dark also won the County Image Enhancement Award for the program that best shines a positive, proactive spotlight on L.A. County.

#### Mega Million-Dollar Award

Together with the Public Defender's Office, Probation won this award for the Client Assessment Recommendation and Evaluation (CARE) program, a holistic approach to juvenile legal services that has greatly reduced recidivism. CARE has assessed and linked clients to critical services related to mental illness, intellectual or developmental disability, special education, commercial sexual exploitation, homelessness, trauma, abuse and neglect. The Mega Million-Dollar Award recognizes programs that generate the most cost savings, cost avoidance and/or revenue for the County.

## National Association of Counties (NACo) Awards

NACo's annual Achievement Awards honors innovative and effective county government programs from across the country that strengthen services for residents. This year, Probation received Achievement Awards for two programs:

### Passive Alert Canine Detection Program

Developed by L.A. County Probation, the Passive Alert Canine (K9) Detection Program operates the largest such program in the nation. K9 teams specifically trained in the detection of narcotics and/or firearms, assisting probation officers during searches of felony offenders' residences, efficiently increasing the discovery of controlled substances and/or weapons.

### Campus Kilpatrick's L.A. Model

NACo also honored Campus Kilpatrick's L.A. Model with an achievement award for its juvenile rehabilitative service and facilities. In partnership with other County Departments and the L.A. County Office of Education, Probation successfully opened the first cottage at Campus Kilpatrick in July 2017.



## K9 Unit and Handlers Honored as "Heroes of the Week"

Penny, Lola and Chloe — the dogs that make up Probation's Canine Detection Unit — and their handlers were named "Heroes of the Week" in April 2018 by NBC4 News as part of their "4 Our Heroes" segment. During filming, the dogs detected a large cache of ammunition and weapons as part of a compliance check at a probationer's residence.

## L.A. County Board of Supervisors Recognizes Probation Services Week

In July, Third District Supervisor Sheila Kuehl honored the Probation Department and its employees with a county scroll for its continued service to the residents of Los Angeles. The acknowledgment came in conjunction with the national celebration of Pretrial, Probation, Parole Supervision Week, recognizing the people who work in the probation field to make our communities safer.

Approximately 150 Probation employees as well as two of the Department's three K9 unit dogs attended the Board of Supervisors meeting. Chief Terri L. McDonald thanked the Probation Department employees and lauded their work, sacrifice and commitment to serving the people of L.A. County.

"To our citizens [of L.A. County], we represent you," Chief McDonald began. "The team of probation staff here represent the more than 6,000 men and women who work every day to keep our communities safe, rebuild families and restore lives. And, to the Probation team, I thank you for your hard work. You have very tough jobs and you do them with courage, humanity, and dignity every day."



## The Kitchell Project Award Presented by the Western Council of Construction Consumers

The Western Council of Construction Consumers honored Probation's Campus Kilpatrick with the Distinguished Project of 2018 award for the architectural design during its annual Owners Project Excellence Awards in October. Campus Kilpatrick received high marks for its sustainability and innovative use of resources.



## Employee Recognition



### **L.A. County Probation Officer Honored as Statewide Officer of the Year**

John Perico, a 20-year veteran of L.A. County's Probation Department, was selected from thousands of officers across the region to win the Chief Probation Officers Organization (CPOC) Award, and was chosen from the top five winners from across the state as the Employee of the Year by CPOC.

Currently serving as a Supervising Deputy Probation Officer, Perico considers his greatest accomplishment the establishment of Probation's highly successful K9 unit. Understanding the need for added officer safety and improved ways to search for contraband, he spent many years building a case for this valuable tool before its initiation in late 2017.

In presenting the award, the CPOC also honored Perico's valiant role during the Las Vegas shooting tragedy. Perico attended the concert himself on October 1, 2017, when a gunman opened fire on the crowd. During this tragic event, he demonstrated compassion and courage by escorting numerous concert attendees to safety while putting his own life at risk. Perico depended on rapid decision-making skills honed during his career to assess the area and locate a safe and protected area.

Perico embodied the true mission of enhancing public safety through his selfless, courageous acts that helped others survive.

### ***Davon Matthews, Probation Officer II***

#### **Honored as Adult Field Deputy Officer of the Year by the Black Probation Officers Association**

The Black Probation Officers Association recognized Davon Matthews for his leadership, vast knowledge, and significant contributions to the field of corrections as part of their 50th anniversary celebration. Deputy Probation Officer Matthews gives unselfishly of his time and expertise by serving as a trainer and mentor to many incoming AB 109 officers.

### ***Debby Westcott, Supervising Deputy Probation Officer; and Krista Newble, Deputy Probation Officer II***

#### **Honored as Antelope Valley Probation Officers of the Year**

The Antelope Valley Bar Association honors members of its local legal and law enforcement community at the Annual Law Day Event. In 2018, the association recognized Debby Westcott and Krista Newble for their hard work and dedicated commitment to AB 109 clients, citizens of the Antelope Valley, and L.A. County Probation.

### ***Dalila Alcantara, Probation Bureau Chief***

#### **Honored for Hispanic Heritage Month**

As part of Hispanic Heritage Month, First District County Supervisor Hilda L. Solis recognized Dalila Alcantara for her outstanding contribution to both Probation and L.A. County. As Bureau Chief for Detention Services, Alcantara manages the day-to-day operations of Probation's three juvenile halls and the Transportation Division.



## ***Phoebe Walker, Supervising Detention Services Officer***

Outstanding Supervisor Award  
California Association of Probation Institution  
Administrators (CAPIA)

## ***Nakitta Smith, Detention Services Officer***

Outstanding Line Staff Award  
California Association of Probation Institution  
Administrators (CAPIA)

## ***Jennifer Salveson, Deputy Probation Officer II***

Officer of the Year  
California Probation, Parole and Correctional  
Association (CPPCA)

## ***Claudia Quinonez, Senior Investigator***

Arlyn Webster Award  
California Probation, Parole and Correctional  
Association (CPPCA)

## **Probation Honors its Own Service Members at Veterans Day Tribute**

The Probation Department honored staff members who served in the armed forces with a special ceremony and luncheon in November. The veterans, representing each branch of the military, received certificates from the Probation Department acknowledging their contributions to the United States.

“We would not be able to live the lives that we live in America if it were not for your sacrifice,” said Chief McDonald. “You are our heroes and today we celebrate you and your commitment to our nation.”

Over 70 honorees and distinguished guests attended an inspirational keynote address on commitment, bravery and community service by Investigator Aid Maria Aguirre, a Major in the United States Navy presently serving in the Army Reserves.

***“Today was amazing. The Department has never done anything like this before and it is very much appreciated. Today made all of us feel special. I’m already looking forward to next year’s celebration.”***

— Administrative Services Manager and Veteran of the Army National Guard, Evon Coburn



## Employees of the Month for 2018

Probation employees who have demonstrated exceptional commitment, resourcefulness, and innovation that furthers the Department's mission of public safety and rehabilitation are recognized monthly by Chief Probation Officer Terri L. McDonald.

Peers and supervisors nominate outstanding employees and the honorees participate in an informal discussion about their excellence and the state of the Department with Chief McDonald and other Probation leadership.

With gratitude, Probation spotlights the 2018 Employees of the Month for their high-quality service and dedication:

### **Intermediate Typist-Clerk Patti Soto**

San Gabriel Area Office

### **Deputy Probation Officer II Anthony J. Nelson**

East San Fernando Valley Area Office

### **Deputy Probation Officer II Barbara Kozlowska**

East San Fernando Valley Area Office

### **Deputy Probation Officer II Elizabeth Gonzalez**

AB 109 Co-located/LAPD

### **Deputy Probation Officer II Jeffrey Obarski**

East San Fernando Valley Area Office

### **Deputy Probation Officer II Mejgan Sharifee**

Centinela Area Office

### **Deputy Probation Officer II Leigh Marrisett**

Camp Joseph Scott

### **Deputy Probation Officer II Miguel Enriquez**

Camp Glenn Rockey

### **Deputy Probation Officer II Jason Tolliver**

Staff Training Office

### **Supervising Deputy Probation Officer Debby Westcott**

Challenger Memorial Youth Center, Camp McNair

### **Deputy Probation Officer II James Partida**

Barry J. Nidorf Juvenile Hall

### **Deputy Probation Officer I Janet Ramos**

Dorothy Kirby Center

### **Head Clerk Andrea Rodriguez**

AB 109 Downey Annex

### **Deputy Probation Officer II Olivia Jara**

Adult Services Court Officer Team

### **Supervising Deputy Probation Officer April Smith**

Adult Services Court Officer Team



### **Employees of the Month, December 2018**

(Left to Right) Chief Probation Officer Terri L. McDonald; Investigator Aide Juan Navarro; Supervising Deputy Probation Officer Kenneth Jew; Intermediate Typist-Clerk Kimberly Whitehurst



### **Employees of the Month, July 2018**

(Left to Right) Bureau Chief Elizabeth Garcia; Chief Probation Officer Terri L. McDonald; Honoree Deputy Probation Officer II Angela Mendez; Supervising Deputy Probation Officer Douglas Young

***Deputy Probation Officer II Ronald Lee***

Campus Vernon Kilpatrick

***Deputy Probation Officer II Angela Norwood***

Adult Services Court Officer Team

***Deputy Probation Officer II Shirelle Peoples***

Challenger Memorial Youth Center, Camp Onizuka

***Intermediate Typist-Clerk Maria Angeles Pizano***

Camp Glenn Rockey

***Detention Services Officer Aldo Sanchez***

Los Padrinos Juvenile Hall

***Deputy Probation Officer I Tonya Lofton***

Camp Paige

***Deputy Probation Officer II Mike Martinez***

Camp Joseph Scott

***Deputy Probation Officer II Angela Mendez***

Camps Headquarters - Camps Intake Unit

***Deputy Probation Officer I Salvador Robles***

Camp Paige

***Senior Investigator Curtisa Taylor***

Pretrial Services - Training Academy

***Deputy Probation Officer I Sylvester Williams***

Dorothy Kirby Center

***Deputy Probation Officer I Josephine Gudino***

Challenger Memorial Youth Center, Camp McNair

***Senior Information Systems Analyst Ly Lam***

Downey Headquarters

***Special Assistant Letitya Shields***

AB 109 - Downey

***Supervising Deputy Probation Officer Casey Waters***

AB 109 - Pomona

***Secretary I Susan Finch***

Camp McNair

***Deputy Probation Officer I Omar Lopez***

Camp Afflerbaugh

***Deputy Probation Officer I Edward Nava***

Camp Joseph Scott

***Deputy Probation Officer I Kevin Ross***

Challenger Memorial Youth Center

***Deputy Probation Officer I Trina Taylor***

Camp Afflerbaugh

***Deputy Probation Officer I Andrea Aceves***

Challenger Memorial Youth Center

***Deputy Probation Officer I Monique Newson***

Challenger Memorial Youth Center

***Camp Services Manager Karey Boldetti***

Challenger Memorial Youth Center

***Secretary III Michael Borquez***

Camp Onizuka

***Deputy Probation Officer II Anne Hardin-Davidson***

Camp Paige

***Executive Secretary III Marisa Ron***

Downey Headquarters

***Group Supervisor, Nights Megan Robles***

Dorothy Kirby Center

***Deputy Probation Officer I Janette Vargas***

Camp Glenn Rockey

***Deputy Probation Officer I Alicia Aguilar***

Challenger Memorial Youth Center

***Supervising Deputy Probation Officer Kenneth Jew***

AB 109

***Investigator Aide Juan Navarro***

Pretrial Services

***Intermediate Typist-Clerk Kimberly Whitehurst***

Downey Headquarters



## Probation in the Community

**L.A. County Probation's** Community Relations Unit connects the Department to local communities and events throughout the year and recruits and manages over 1,100 departmental volunteers and interns.

Leading Probation's efforts to support local communities, Community Relations organizes the Department's charitable giving campaigns and coordinates employee participation at community events across the County. It manages community engagement activities that build ties with local communities and foster relationships with organizations that can help Probation clients. Some community partnerships include: Veterans Resource Fair events, The Parks After Dark Summer Program; The Los Angeles County Homeless Count; The Taste of Soul Community Fair, Homeless Resource Fairs, and K-12 Career Day events.



Participating at a Community Resource Fair



Marching with other County Departments at the LGBTQ Pride Parade

*Below: Helping Clients at the Rio Hondo Job Fair*







*Above: Recruiting at a Local Job Fair*



*East L.A. Holiday Food and Toy Drive*



*Probation participating in Parks After Dark*



*Participating in the March of Dimes for Babies*



*Walking to raise funds for March of Dimes*



# The Probation Family

## Employee Wellness

Chief Probation Officer Terri McDonald recognizes the value of maintaining and supporting a healthy work-life balance for all Probation staff. Since her arrival in 2017, the Chief has tasked several units with developing programs, services, contests, challenges, and other incentivized events aimed at supporting employee's health and well-being.

Probation has developed a formal wellness plan and program that utilizes a network of employee "Wellness Champions" who serve as leaders for wellness activities at their worksite and who participate in planning and event support activities. The wellness plan has led to many departmental wellness enhancements and activities including the formation of a Peer Support program, staffed by specially-trained volunteer Peer Support Representatives who can support their fellow employees dealing with stressful challenges at work or at home.

Activities in 2018 included enhanced County events as well as Department-sponsored events such as softball tournaments, picnics, and seminars on healthy living. In April 2018, Probation sponsored a "Walk with the Chief" event at the Countywide Fitness Event with Chief McDonald, followed with a picnic for staff. Wellness Champions led Department teams to compete

in the 2018 Inter-agency Biggest Loser contest. A "Pop-up Motivation" program rolled out in May 2018, providing daily motivational messages when staff log in to a departmental computer. Probation sponsored a Countywide Lunch and Learn program at its training center, and the Department's softball team won the Countywide Fitness Challenge tournament and were recognized for the accomplishment at a Board of Supervisors meeting.

## Peer Support Program Rolls Out

A Peer Support team, in collaboration with labor partners and the Los Angeles Sheriff's Department, has been developed as part of efforts to address the needs of Probation's dedicated staff. Peer Support is a system of giving and receiving help from experienced peers founded on key principles of respect, shared responsibility, and mutual agreement of what is helpful. The Department has recruited staff volunteers who demonstrate excellent work histories to help their peers during times of personal and occupational stress. Peer Support Advocates are effective listeners who understand stressors associated with the job and assess and refer staff to appropriate resources as necessary. The Peer Support program is available for both sworn and non-sworn employees and is voluntary and confidential.





## The Berlin-Los Angeles Connection

### Probation Officers Share Lessons and Ideas Across the Pond

In 2018, probation officers from L.A. County and Berlin, Germany participated in an exchange program, visiting each city to gain firsthand knowledge about another jurisdiction's probation services, programs, and customs. Staying in probation officer's homes while in the host city, the teams also got real-world experience in the daily lives of their probation counterparts. "This exchange program reminds us of how important and valuable it is to share best practices, not only within our state and our country, but around the world," said Third District County Supervisor Sheila Kuehl when the delegation from Berlin Probation were recognized at a Board meeting in 2018.



*"Twenty years ago, I took part in this exchange program and I am glad to be here again. I was surprised to see so many changes in a positive direction and the new approaches in probation work."*

*— Berlin's Assistant Chief Probation Officer  
Klaus Chinaea Correa*

## In Memoriam 2018

*We honor the memory of these Probation family members who passed away in 2018:*

Perry Amos	Supervising Deputy Probation Officer
Richard Bacon	Detention Services Officer
Robert Castillo	Senior General Maintenance Worker
Stephanie DeFiore	Deputy Probation Officer II
Pamela Fischer	Intermediate Typist-Clerk
Diane Ingle	Assistant Senior Department Personnel
Shalonda Lawrence	Program Analyst
John Lupher	Group Supervisor, Nights
George Mayhorn	Supervising Detention Services Officer
Jorge Miranda	Institutional Laborer
Stephen Napoli	Assistant Probation Director
Bernice Nguyen	Intermediate Typist-Clerk
Michaeles Salgado	Detention Services Officer
Ronald Taylor	Crew Instructor
Winfred Welch	Field Deputy Probation Officer II





COUNTY OF LOS ANGELES  
**PROBATION**  
DEPARTMENT  
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